



20 ANNUAL 16 REPORT

Growth Through Partnership





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Board Chair

Message

The evolution of the National Nursing Assessment Service from an idea, to a partnership of 21 nursing regulatory bodies in Canada and on to a fully-fledged non-profit nursing education credential assessment organization demonstrates the innovative solutions possible when organizations choose to focus on a common challenge. It has been my pleasure to be part of that journey from the beginning and it is now, with some sadness and pride in our collective success, that I end my term as Chair of the Board.

NNAS, as an organization in its early formative stage, has now completed its first full year of operations. The Board selected to focus on three areas of work; completion of Ends and board governance policies; strengthening engagement with member boards; and implementing a balance scorecard framework with a focus on quality improvement in service delivery. In particular, the Board heard and acted upon concerns regarding quality issues as a top priority. We also heard from members about potential future directions for NNAS.

Our progress over the last year could not have been achieved without the commitment and contributions of the NNAS' membership, our service partner, CGFNS International Inc., national and provincial governments and our NNAS management team. To each of you, I extend our thanks and appreciation. It has been a distinct pleasure to work with all of you and to have had the opportunity to be part of this truly significant organization.

I urge NNAS and its members to continue to build and strength your partnership and commitment going forward. Remember that "Success is not final, failure is not fatal: it is the courage to continue that counts". **Winston Churchill**

Sincerely,
Mary-Anne Robinson, RN
Chair, Board of Directors



Executive Director

Message

2015-16 was a learning year for the organization that resulted in substantive growth in a number of areas. NNAS, along with its Regulatory Body members (RB) and its service provider, CGFNS International Inc, delved deeper into its operations and service needs. This led to a better understanding of the value and the quality of the services we provide to our RB members and IEN clients. As a result, we saw a significant investment in effort made to drive quality improvements in our internationally educated nurse (IEN) assessment services. Further, we were pleased to have completed our project commitments to the federal government by accelerating our progress a year in advance. We remain grateful for the federal government's support and partnership in our conception and growth. Consequently, we ended the pilot and development phase of our evolution and initiated our first year of full operations. The year was also focused on further strengthening ties with our member RBs and to ensure that stronger communication and engagement vehicles were in place for NNAS and its members. As work advanced at the governance level, this helped drive key management and strategic activities including the development of the organization's first ever Strategic Plan: a milestone for a young organization. Lastly, just before the year ended, the RB members engaged in a conversation about further harmonizing the IEN registration process and NNAS' possible role. The year ahead will be one of activity, challenges and excitement.

It was a pleasure to have served the organization during this exciting time and to have contributed in some measure to its growth and successes. I am glad to have been a part of strengthening the foundation for the organization and it was a real pleasure getting to know and working closely with the NNAS Board, our RB members, government and service partners.

Sincerely,
Siu Mee Cheng, M.H.Sc., B.A.Sc., CHE
Executive Director





2015-16 Accomplishments

Establishing A Quality Improvement Culture

2015-16 saw the implementation of a number of initiatives and activities which supported the establishment of a strong culture of service quality to our Regulatory Body (RB) members and to our Internationally Educated Nurses (IENs). Some of the key initiatives included:

- Development of a more comprehensive set of metrics to monitor performance that are reported at all levels of the organization: the NNAS Board of Directors and operations. These metrics cover a number of domains including timeliness, accuracy of products, customer service engagement and client satisfaction. These metrics are reported regularly to our RB members and our other key stakeholders (i.e., government and other IEN support partners).
- NNAS established with its third-party service vendor, CGFNS International Inc., quarterly performance meetings. These meetings involved comprehensive discussions that examined performance against key performance measures and corresponding targets. The discussions involved representatives from the College of Nurses of Ontario, College of Licenses Practical Nurses of Nova Scotia, College of Registered Nurses of Manitoba and Saskatchewan Registered Nurses Association. Key features of these discussions involved examination of areas for further service improvement and acknowledgement of key successes. They have been very helpful in ensuring that the commitment to quality improvement remains a priority.
- NNAS has been working closely and collaboratively with its vendor to ensure that a similar quality culture is being implemented within their organization. During 2015-16, they took an active role in ensuring that additional quality control interventions were introduced into our services delivery. As well, enhanced capacity and competencies in quality improvement were initiated by year-end. As a result of these actions, NNAS saw significant improvements in quality in our services and products.

Service Delivery Results

For the fiscal-year 2015-16, 5278 IENs applied to NNAS to initiate their registration journey from over 180 countries world-wide. The top five countries where education was most often reported to be from remained unchanged from the previous year: Philippines, India, USA, Nigeria and the UK. The NNAS system was established to be, not only the single-point-of-access for IENs seeking licensure for 21 regulatory bodies in Canada, but it was intended to allow for IENs to apply to more than one jurisdiction and more than one nursing discipline. This streamlined approach to the application process reduced the application workload for IENs, compared to the system prior to NNAS' establishment. Further, this streamlined approach has reduced workload for our RB members in the form of IEN inquiries and calls and reduced file and document tracking and management. For example, NNAS addressed over 40,000 IEN inquiries (phone and email) in 2015-16.

Services & Activities

	2015-16	2014-15	DIFFERENCE
Number of Main IEN Applications Initiated	5,278	4,027	1,251
Number of IENs who applied to more than one nursing discipline (RN, LPN and/or RPN)	1,547	447	1,100
Average Processing Time in weeks (Time at which the IEN application file was ready to be assessed to time at which report was published for IEN and RB).	12	14.5	2.5
Number of IEN Customer Service Inquiries (Phone & Email)	40,992	13,317	27,675
IEN Satisfaction (average of 12 months)	92.5%	89%	3.5

Key Milestones

The 2015-16 saw a number of key milestones completed or initiated. This was a reflection of NNAS' continued evolution and maturity.

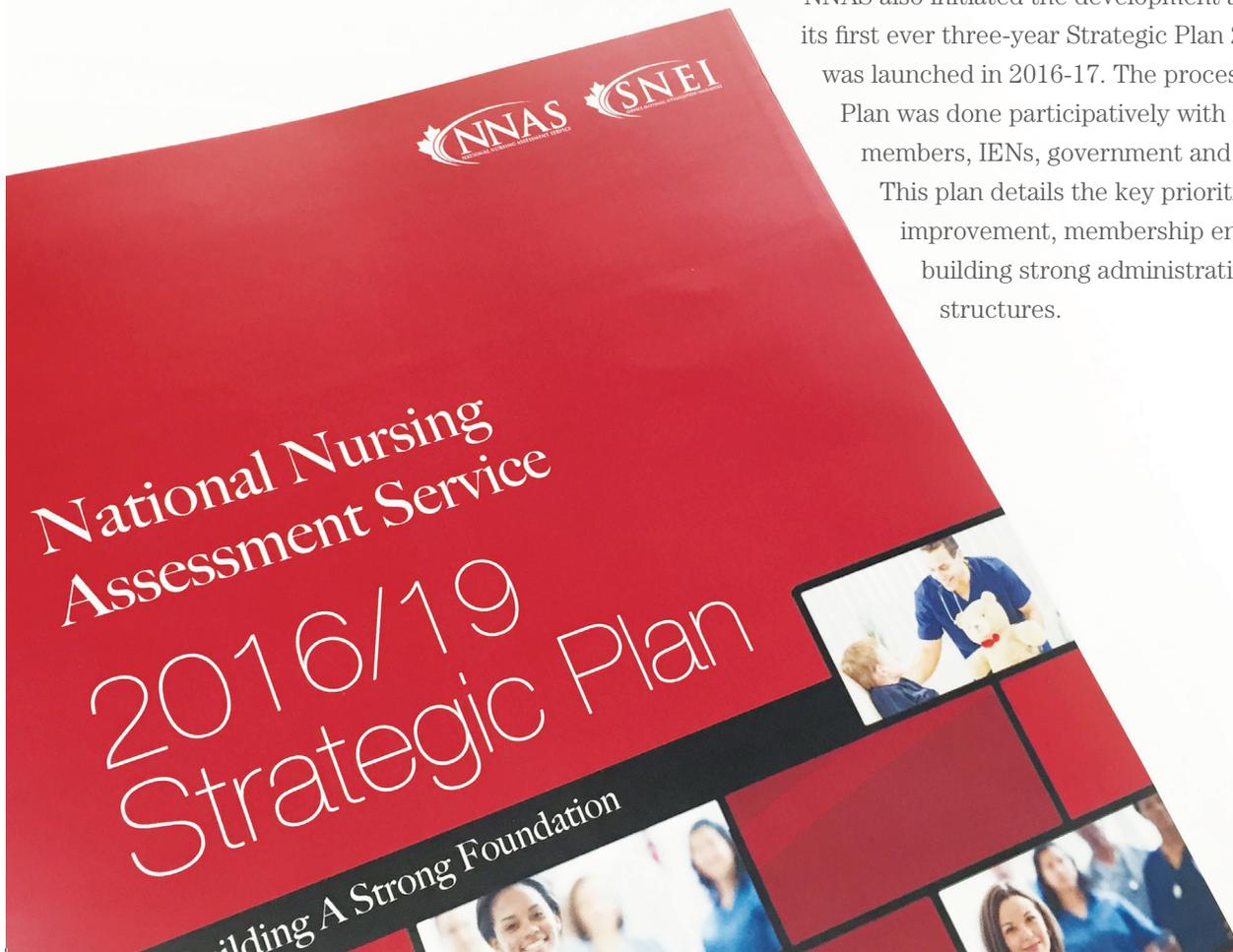
- NNAS was delighted to have completed its multi-year grant obligations to Employment and Social Development Canada (ESDC) a year ahead of schedule. The rapid pace of work carried out in earlier years and in 2015-16, allowed the organization to complete the final requirements of the grant project to ESDC. NNAS appreciated and valued the support and commitment that ESDC had offered to NNAS, its RB members and IENs in 2015-16.
 - The education assessment credential advisory report template was finalized.
 - The final review of the assessment methodology components was finalized.
 - The final evaluation of the NNAS assessment project implementation was completed.
- NNAS Board completed the organizational Ends Statement and Board by-laws which provided the necessary foundation for governance operations and support needed for the administration of the organization. The Ends were developed with input from members during the August 2015 Retreat.
- Further, the organization initiated the establishment of its head-office and administration in late 2015-16:
 - NNAS secured an office with the Centre for Social Innovation. A wonderful not-for-profit organization that is focused on creating opportunities for networking and engagement for social enterprises and innovations.
 - NNAS hired its first employee for the organization, Falguni Shah, CGA, CPA Finance Officer and Office Manager. This move is a commitment to ensure that internal capacity is nurtured in order to provide effective support to sustainability of the organization.





- In addition to finishing the ESDC project funding requirements, NNAS initiated its first year of full operations in August 2015. This was a huge milestone in which all our members helped to contribute. A celebration was hosted in Toronto on August 27, 2015 with our RB members, service provider and partners.

- NNAS also initiated the development and completion of its first ever three-year Strategic Plan 2016-19, which was launched in 2016-17. The process to complete the Plan was done participatively with input from NNAS members, IENs, government and service partners. This plan details the key priorities on quality improvement, membership engagement and building strong administrative and governance structures.



Strengthening Communication & Engagement

In 2015-16, NNAS undertook significant efforts to increase engagement with its regulatory body members and stakeholders. Communication approaches were increased including:

- Hosting the Annual Members' Retreat in August 2015.
- The establishment of monthly newsletters for our regulatory body members in which governance and operational matters are communicated to our members on a monthly basis.
- Finalized the RB Handbook, an annual reference document for our RB members that provides necessary and relevant information and background on key NNAS operational policies and procedures.
- The establishment of a number of standing committees and advisory groups for our members:
 - RB Executive Forum
 - Research Committee
 - RB User Group
 - IT Advisory Group
 - Working groups in: English Language Proficiency Test Criteria, Advisory Report Revision, Harmonization Definition and the Memorandum of Agreement.
 - These committees, forums and workgroups required significant and engagement by our RB members and their efforts and commitment were valued and appreciated.

Board Members

NNAS Members

NNAS Board of Directors 2015-16

Mary-Anne Robinson (Chair)

College and Association of Registered Nurses
of Alberta

Ann Mann (Vice-chair)

College of Licensed Practical Nurses
of Nova Scotia

Anne Coghlan

College of Nurses of Ontario

Paul Fisher

College of Licensed Practical Nurses
of Newfoundland and Labrador

Carina Herman

College of Licensed Practical Nurses
of British Columbia

Cynthia Johansen

College of Registered Nurses of British Columbia

Barbara Lowe

College of Registered Psychiatric Nurses of Alberta

Laura Panteluk

College of Registered Psychiatric Nurses
of Manitoba

Lynn Power

Association of Registered Nurses
of Prince Edward Island

Sue Smith

College of Registered Nurses of Nova Scotia

Linda Stanger

College of Licensed Practical Nurses of Alberta

Katherine Stansfield

College of Registered Nurses of Manitoba

- Association of Registered Nurses of Newfoundland and Labrador
- Association of Registered Nurses of Prince Edward Island
- College of Registered Nurses of Nova Scotia
- Nurses Association of New Brunswick
- College of Nurses of Ontario
- College of Registered Nurses of Manitoba
- Saskatchewan Registered Nurses' Association
- College and Association of Registered Nurses of Alberta
- College of Registered Nurses of British Columbia
- College of Registered Psychiatric Nurses of Manitoba
- Registered Psychiatric Nurses Association of Saskatchewan
- College of Registered Psychiatric Nurses of Alberta
- College of Registered Psychiatric Nurses of British Columbia
- College of Licensed Practical Nurses of Newfoundland and Labrador
- Prince Edward Island Licensed Practical Nurses Registration Board
- College of Licensed Practical Nurses of Nova Scotia
- Association of New Brunswick Licensed Practical Nurses
- College of Licensed Practical Nurses of Manitoba
- Saskatchewan Association of Licensed Practical Nurses
- College of Licensed Practical Nurses of Alberta
- College of Licensed Practical Nurses of British Columbia

Summary

Financial Statements



Report of the Independent Auditor on the Summary Financial Statements

To the Members of
National Nursing Assessment Service / Service National D'évaluation Infirmière

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2016 and the summary statement of operations for the year then ended, and related note, are derived from the audited financial statements of National Nursing Assessment Service / Service National D'évaluation Infirmière for the year ended March 31, 2016. We expressed an unmodified audit opinion on those financial statements in our report dated August 24, 2016.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of National Nursing Assessment Service / Service National D'évaluation Infirmière.

Management's Responsibility for the Summary Financial Statements

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

Auditor's Responsibility

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

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of National Nursing Assessment Service / Service National D'évaluation Infirmière for the year ended March 31, 2016 are a fair summary of those financial statements, on the basis described in the note to the summary financial statements.

A handwritten signature in blue ink that reads "Hilborn LLP".

Toronto, Ontario
August 24, 2016

Chartered Professional Accountants
Licensed Public Accountants

**NATIONAL NURSING ASSESSMENT SERVICE
SERVICE NATIONAL D'ÉVALUATION INFIRMIÈRE**

Summary Statement of Financial Position

March 31	2016	2015
	\$	\$
ASSETS		
Current assets		
Cash	2,375,769	1,092,480
Funding receivable	166,663	472,208
Prepaid expenses	5,631	3,166
Prepaid assessment fees	2,467,767	1,203,350
Short-term investment	190,000	-
	<u>5,205,830</u>	<u>2,771,204</u>
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	63,933	46,104
HST payable	60,980	74,632
Deferred funding contributions	51,067	51,067
Deferred application fees	4,559,718	2,559,848
	<u>4,735,698</u>	<u>2,731,651</u>
NET ASSETS		
Internally restricted	190,000	-
Unrestricted	280,132	39,553
	<u>470,132</u>	<u>39,553</u>
	<u>5,205,830</u>	<u>2,771,204</u>

Approved on behalf of the Board:

Member 
Member

Summary Statement of Operations

Year ended March 31	2016	2015
	\$	\$
Revenues		
Funding	139,240	1,227,256
Application fees	3,083,447	175,714
	<u>3,222,687</u>	<u>1,402,970</u>
Expenses		
Assessment fees	2,058,379	74,700
Consultant fees	380,419	1,017,669
Consultant travel	18,813	6,694
Service charges	122,669	65,708
Professional fees	43,592	116,874
Office	16,715	6,894
Office rent	13,587	-
Information technology	19,733	49,808
Telephone	6,600	9,835
Insurance	5,596	2,927
Subscriptions	5,923	-
Conferences and workshops	100,082	12,308
	<u>2,792,108</u>	<u>1,363,417</u>
Excess of revenues over expenses for year	<u>430,579</u>	<u>39,553</u>

Note to Summary Financial Statements

March 31, 2016

1. **Basis of presentation**

These summary financial statements have been prepared from the audited financial statements of National Nursing Assessment Service / Service National D'évaluation Infirmière (the "Organization") for the year ended March 31, 2016, on a basis that is consistent, in all material respects, with the audited financial statements of the Organization except that the information presented in respect of changes in net assets and cash flows has not been presented and information disclosed in the notes to the financial statements has been reduced.

Complete audited financial statements are available to members upon request from the Organization.



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