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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

<b>Policy Name:</b>	Role of Council	<b>Number:</b> GP-1
<b>Policy Type:</b>	Governance Process	<b>Date Approved:</b> March 12 & 13, 1999

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The Council governs to:

- a) advance and promote the ethical and professional standards of the nursing profession;
- b) promote proficiency and competency in the nursing profession; and
- c) encourage its members to participate in activities promoting the health and well-being of the public.

To assist Council in this mandate the Council shall set the strategic direction and determine appropriate organizational performance.

The Council will govern with emphasis on the public and the profession as a whole rather than individuals/members of specific geographic areas or interest groups by ensuring that deliberations focus on:

- outward vision rather than an internal preoccupation,
- the future rather than past,
- diversity in viewpoints,
- commitment to obtaining public and professional input,

More specifically, the Council will:

1. Engage with the public to identify new or emerging trends that could impact the profession. Engagement may be accomplished through a variety of methods, including, but not limited to, surveys, focus groups, forums and other public communications (eg., website, consultations). The strategies used for engagement are outlined in the communication plan that is regularly reviewed.
  - 1.1 Inform the public, members and stakeholders on the strategic outcomes and initiatives undertaken.
2. Apply self-discipline to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring adherence to expectations related to conflict of interest and code of conduct.
  - 2.1 On an annual basis the Council will conduct a self-evaluation. As a result of this evaluation, the Council will identify specific goals and objectives for improvement of identified areas.
3. Monitor and regularly discuss the Council's performance and identify areas for governance education and other improvements.
  - 3.1 Council members shall receive an orientation to the organization's structure and practices, and the Council's process of governance.
  - 3.2 Council members shall have ongoing opportunity for continued training and education to enhance their governance capabilities.

4. Establish and keep current relevant and appropriate policies to guide the organization including:
  - 4.1 Strategic Outcomes: The overall vision and directions for the organization.
  - 4.2 Executive Requirements: Expectations of the Executive Director. The range of authority within which all executive activity and decisions must take place.
  - 4.3 Governance Process: Description of how the Council conceives, carries out and monitors its own responsibilities.
  - 4.4 Council-Executive Director Relationship: Delegation of authority and how it will be monitored.
5. Monitor and oversee the financial status of the organization.
  - 5.1 Review and approve the annual budget and audited financial statements.
  - 5.2 Validate there are adequate resources for effective governance which includes: Council meetings (Board education and linkage) and attendance at relevant external events, costs of fiscal audit, legal fees and other outside monitoring assistance.
6. Contribute to the organization's public image and represent the organization positively in the community.
  - 6.1 Support Council continuity by encouraging qualified candidates to seek election/appointment to Council.

**Revised: October 2018, February 2020, March 2021, October 2022**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Code of Conduct

**Number:** GP-2

**Policy Type:** Governance Process

**Date Approved:** February 25, 2001

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All Councilors participating in CRNNL business and events are to be ethical, businesslike, and lawful in conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting on CRNNL's behalf. Council expects itself/students/observers to treat one another and staff members with respect, cooperation, and a willingness to deal openly on all matters. Council members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Council shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Each Council member shall:

1. Represent loyalty to the interests of the public.
  - This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups, or in relation to membership on other councils, boards, or staffs, or to the personal interest of any member acting as an individual or organizational consumer of CRNNL's services.
  - Support the final decisions of Council, whether or not there is personal agreement with the decision.
  - Accurately and fully represent the decisions of the Council and the reasons for its decisions when it is appropriate to do so.
  
2. Strictly adhere to a high standard of honesty and integrity.
  - Not accept gifts, favors, or services other than customary courtesies.
  - Declare any actual, potential or perceived conflict of interest as outlined in CRNNL Council Policy Conflict of Interest.
  - Refrain from acting in such a manner as to take improper advantage of the position while in office or after leaving office.
  - Not use their Council position to obtain contracts or employment with the College for themselves, family members, or close associates. Should a Council member apply for employment with the College, he or she must first resign from Council.
  - Shall resign from Council if convicted of an indictable criminal offence as defined the *Narcotics Control Act*, the *Food & Drug Act*, or the *Criminal Code*.
  - Shall disclose to Council if an Allegation under Section 18 of the *Act* is filed against them and step aside from their role if a conflict of interest is identified.
  - Shall step aside from their role temporarily if a Caution or Counsel is issued by the Complaints Authorization Committee until the terms of the Caution or Counsel are completed.
  - Shall resign from Council if an allegation is lodged against them and they admit to conduct deserving of sanction and enter into Alternative Dispute Resolution (ADR) or are found guilty of conduct deserving of sanction by an Adjudication Tribunal and shall not be eligible to become an elected Council member again until the expiration

of three years from the time the terms of the ADR or Adjudication Tribunal Order have been satisfied.

3. Be diligent in performing CRNNL business.
  - Always act in the best interests of CRNNL.
  - Be cognizant of CRNNL's values and strategic outcomes when representing CRNNL.
  - Prepare for and participate in meetings and public presentations.
  - Attend all Council meetings on a regular and punctual basis except in extenuating circumstances. Absence of an elected member for more than three consecutive regular meetings without just cause shall be reason for removal from Council. Absence of an appointed member for more than three consecutive regular meetings without just cause shall be reason for recommendation to the Minister for removal from Council.
  - Be knowledgeable about the *Registered Nurses Act*, the *By-laws*, the *RN Regulations*, and policies of CRNNL Council as well as the rules of procedure and proper conduct of a meeting so that any decision of Council may be made in an efficient, knowledgeable and expeditious fashion.
  - Regularly take part in educational activities that will assist them in carrying out their responsibilities.
4. Not attempt to exercise individual authority over the organization except as explicitly set forth in Council policies.
  - Recognize that any individual member or group of members does not have authority over the Executive Director or other staff except as explicitly stated in Council policy.
  - Recognize the same limitation and the similar inability of any member(s) to speak for the Council to the public, press, or other entities.
  - Refrain from making judgments of the Executive Director or staff performance except as that performance is assessed against explicit Council policies by the official process.
5. Each Council member, student or observer shall respect Council confidentiality.
  - Not communicate, either directly or indirectly, information designated confidential to anyone not entitled to receive the information.
  - Manage written materials appropriately and, when necessary, keep them confidential.
  - Hold secure all working documents obtained as a Council, committee member, student/observer until approved by the Council, and exercise discretion in their use thereafter.
  - If unsure about the status of any information obtained, treat it as confidential.
  - Not use confidential information for personal gain or the gain of others.
  - Dispose of confidential material in an appropriate manner.
6. Violation of the Code of Conduct.

If a Council member becomes aware of a violation or apparent violation of the Code of Conduct, their first obligation is to speak directly to the person involved. If there is not a satisfactory explanation for the behaviour or if the behaviour is not corrected, the next step will be to inform the Chair and Executive Director. The Chair will speak with the member and take such action as is considered appropriate. If the behaviour is not resolved satisfactorily, the Council member who is alleged to have violated the Code of Conduct will be informed in writing and will be provided the opportunity to present their

views of the alleged breach at the next Council meeting. The complaining party must be identified. If the complaining party is a member of Council, she/he and the respondent member shall absent themselves from any vote on censure or other action that may be brought by the members.

- 6.1 Declaration of Compliance with Code of Conduct  
Upon commencement of role as a Council member, each individual will be required to review this and other related policies (eg. GP Policy: Conflict of Interest) during orientation or before the commencement of duties and sign acknowledgement of same.
- 6.2 All volunteers – Council members, student(s) or board observers, disciplinary panel members, and others as deemed appropriate (eg. select committees), will be required to sign the CRNNL Confidentiality Agreement upon commencement of term or upon commitment to attend a CRNNL event (eg. observer to Council meeting).
- 6.3 Upon signature, the agreement is in effect for the duration of the Council member's, student's, or board observer's term or commitment.

**Revised: October 2014, October 2018, March 2021, September 2023**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Conflict of Interest

**Number:** GP-3

**Policy Type:** Governance Process

**Date Approved:** April 27, 2010

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Council members are in a position of protecting and maintaining a high degree of public trust and accountability. In this capacity, Council members are expected at all times to act in the best interest of the public. A conflict of interest process that requires Council members to avoid situations in which their personal and other interests are (or may be perceived to be) in conflict with those of the public is important to ensure Council members, and the College, can meet the legislated mandate.

1. A conflict of interest may be actual or potential, real or perceived, direct or indirect.
2. A conflict of interest exists where a reasonable person would conclude that the Council member's, or a related person's, personal or financial interest may affect his or her judgment or the discharge of his or her duties to the Council.
3. A related person means any person connected with the Council member by blood relationship, marriage, common-law, co-habitation, or adoption. A related person also includes a corporation, or other business organization, from which the Council member or a related person is a shareholder or has a direct or indirect financial interest.
4. Council members must not, either directly or indirectly:
  - a. place themselves in a position where any benefit or interest other than ordinary remuneration as a Council member could be derived from a transaction with the College;
  - b. participate in activities that compete with the Council or that interfere or appear to interfere with their duties and responsibilities to the Council;
  - c. appropriate to themselves any business opportunity in which the College may be interested;
  - d. convey information received as a Council member to others or take information received as a Council member for their own use or benefit or for the use or benefit of a related person;
  - e. have a financial or other interest in any entity doing business with the College;
  - f. fail to disclose information that is relevant to the affairs of the College; or
  - g. have competing fiduciary obligations, roles in other organizations, or personal relationships that may, or may be perceived to, conflict with or be inconsistent with the interests or mandate of the College.
5. Any Council member who is aware of an actual or perceived conflict of interest of a Council member shall disclose the conflict of interest at the earliest opportunity. Council members must remove themselves from discussion on issues with which they have a conflict of interest.

6. Once a conflict of interest, whether the conflict is actual or perceived, is disclosed to Council, the majority decision of Council determines whether there is a conflict of interest. In determining whether there is a conflict of interest, Council shall:
  - a. require the particulars of the actual or perceived conflict to be articulated, either orally or in writing;
  - b. allow the Council member subject to the conflict of interest allegation to present personal views of the alleged violation of this Policy; and
  - c. make any inquiries it considers necessary to its deliberations on the issue.
7. Council shall determine, in collaboration with the Chair, if the identified conflict of interest requires the Council member to:
  - a. leave the meeting and abstain from all discussion on the topic and vote; and
  - b. abstain from future discussions on the topic which could include limitations on access to materials related to the topic and recorded minutes.
8. A Council member who abstains from participation due to conflict of interest is still included in determining quorum.
9. The minutes must record all declarations of conflict of interest and the action taken on such declarations.
10. Violations of this Conflict of Interest Policy shall be promptly reported to the Chair.
11. Acting in a conflict of interest is a breach of Council policy and may be the basis for removal from Council or a Council committee. If Council is not satisfied that a conflict is resolvable, it may ask the Council member to resign.
12. If a conflict of interest is unavoidable, the Council member must:
  - a. make full, frank, and timely disclosure of the conflict of interest to Council; and
  - b. work towards resolving the conflict of interest and/or abstain from participating in matters with which the Council member has a conflict of interest.
13. Simple disclosure of a conflict of interest to the Council does not resolve the Council member's conflict of interest. Where an allegation of a conflict of interest is made, the onus remains on the Council member to adhere to proper protocol.
14. This Conflict of Interest Policy is together with the Governance Policy: Code of Conduct. Any violation to this Conflict of Interest policy will be guided by the Governance Policy: Code of Conduct.

**Revised: October 2018, March 2021, October 2021**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Role of Executive Officers: Chair and Vice-Chair      **Number:** GP-4

**Policy Type:** Governance Process      **Date Approved:** December 4, 2008

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The Chair is accountable for ensuring the integrity of the Council's process, and for representing the Council to the public and the membership. The Chair is the only Council member authorized to speak for the Council (beyond simply reporting Council decisions), other than in specifically authorized instances. The Executive Director shall act as the official spokesperson for all media issues unless it is determined that the Chair is the more appropriate spokesperson.

1. The work of the Chair is to ensure that the Council behavior is consistent with its policies and legislative framework.
  - 1.1 Meeting discussion content will only be those issues, which, according to Council policy, clearly belong to the Council to decide, not the Executive Director.
  - 1.2 Deliberation will be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The Chair/Vice-Chair presides over Council meetings and the Annual General Meeting.
3. The Chair works with the Executive Director to develop meeting schedule, timelines, agendas and planning for relevant education and governance discussions, including environmental scanning.
4. The Chair collaborates with the Executive Director, as requested, providing input into discussions and actions related to the accomplishment of strategic outcomes and council policies.
5. The Vice-Chair performs the duties of the Chair in their absence.
6. In the absence of the Chair and Vice-Chair at a meeting of Council the Chair shall appoint an acting Chair to preside over that meeting.

**Revised: February 2015, June 2016, October 2018, October 2019**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Procedure for Electing  
Chair & Vice-Chair CRNNL Council

**Number:** GP-4.1

**Policy Type:** Governance Process

**Date Approved:** February 2020

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Every second year all current councilors will have an opportunity to offer their name for election as the Chair or Vice-Chair of CRNNL Council.

1. All Council members who have completed at least one year on Council and are interested in filling one of the Executive positions, shall complete the Chair/Vice-Chair competency chart.
2. If there are no nominees for either or both Executive positions the current Chair and Vice-Chair will contact potential candidates to explore options.
3. Data compiled from the competency chart, shall be distributed to all Council members at least one week prior to the vote date.
4. Each Council member is entitled to one vote for each position (Chair/Vice-Chair).
5. Voting is confidential and will be only seen by the staff assigned to tabulate the votes.
6. The person with the greatest number of votes among candidates for each position (Chair/Vice-Chair) shall be elected to that position.
7. If only one person puts their name forth for each position Council shall vote to determine whether the person has the required competency to fill the position.
  - (i) The person must receive the majority of the votes of Council to be elected to the position.
  - (ii) If the person does not receive the majority of votes of Council to be elected to the position further expressions will be sought.
8. A motion to acknowledge the outcome of the vote will be tabled at the June Council meeting.
9. Results will be communicated first to the successful candidates and then to the entire Council.
10. Tie Vote - where, upon the counting of the votes, two candidates have an equal number of votes, staff shall:
  - (i) Write the names of those candidates on separate, identical blank sheets of paper;
  - (ii) Fold the sheets of paper in an identical manner so that the names are concealed;
  - (iii) Deposit them in a receptacle and withdraw one sheet to identify the successful candidate; and
  - (iv) Declare the candidate whose name appears on the sheet withdrawn, to be elected.
11. The terms of office for the Chair and Vice-Chair commence at a meeting of Council immediately following the annual general meeting.

12. If the Chair or Vice-Chair ceases to be a member of Council, the Chair or Vice-Chair is no longer able to continue in the Executive position.
13. Where a vacancy in the Chair or Vice-Chair position arises before the expiry of the term of office and which is not addressed by Article IV, Section 5 of the By-Laws, Council will conduct a by-election following the procedure in this policy, except for modifying the timelines as appropriate.
14. A Chair or Vice-Chair elected in a by-election will serve for the remainder of the vacated term only.

*Note: See CRNNL By-Laws Article VIII Section 3 regarding filling a Council member position due to expiration or vacancy on Council.*

**Revised:** February 2022/2024

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Guidelines Addressing a Councilor  
Vacancy/Change in Status

**Number:** GP-4.2

**Policy Type:** Governance Process

**Date Approved:** June 21, 2009

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1. Candidate Withdrawal During Nominations and Elections Process

A candidate may withdraw from an election by giving notice in writing to the chair of the Nominations Committee. In accordance with the *RN Act and the By-laws – Article VIII*, the following guidelines apply to the election process should a candidate withdraw:

- 1.1 If any person withdraws from the election process before the slate of candidates is announced to the membership the person's name shall be withdrawn from the slate.
- 1.2 If two candidates are running for a position and one candidate withdraws, the other candidate is deemed to be elected by acclamation.
- 1.3 If more than two candidates are running for a position and one candidate withdraws before voting is open, the remaining candidates shall be included in the election process.
- 1.4 If more than two candidates are running for a position and one candidate withdraws after voting is open, the votes for the candidate who withdrew shall be considered null and void.
- 1.5 If only one person is running for a position and withdraws, a second call for nominations will be held in accordance with the timelines set out in Article VIII of the *By-laws*.
- 1.6 All changes to the slate of candidates will be announced to the members through CRNNL's established electronic communications processes.
- 1.7 Voting shall be contemporaneous with the annual licensure renewal unless a new slate of candidate(s) is announced to the membership after voting opens, in which event, unless otherwise directed by Council, voting on the new slate shall extend to April 30.

2. Councilor Vacancy During Term of Office

Where a vacancy occurs in the elected membership of the Council due to absenteeism or the death, retirement, resignation, or incapacity to act of that member, the Council shall in the following order:

- 2.1 Appoint as a councilor the eligible candidate who had the most votes of the unsuccessful candidates in the last election for that region, domain or at-large category. If that candidate is not willing to accept the appointment, the eligible candidate with the next highest number of votes;

OR

- 2.2 Hold an election for that vacant position with the call for nominations and voting to be in accordance with the steps set out in Article VIII of the *By-laws* unless otherwise determined by Council.

When a vacancy is filled, the elected person filling the vacancy shall serve only for the remainder of the term of office of the member being replaced, and that person is eligible to run for re-election.

If a public appointed councilor withdraws from their position on Council, the Council shall notify the Independent Appointments Commission (IAC) and request appointment of another public councilor.

3. Chair/Vice Chair Resignation-Vacancy

3.1 If the Chair withdraws from their position Council shall appoint the Vice-Chair to assume the Chair role and select a new Vice-Chair in accordance with the process and Council policy GP Policy: Procedure for Electing Chair & Vice-Chair CRNNL Council.

3.1.1 If the Vice-Chair is unable to accept the appointment, Council will follow GP Policy: Procedure for Electing Chair & Vice-Chair CRNNL to elect both positions.

4. Councilor's Change of Residence or Domain Change

4.1 If a member of Council changes their region of residence within NL during their term of office on Council, that member continues to hold that position in which they were elected until the end of their term of office.

4.2 If a member of Council changes their practicing status with respect to the domain of nursing they were elected to, that member continues to hold that position in which they were elected until the end of their term of office.

5. Termination of Membership on Council

A member of Council whose license is suspended or ceases to be a registered nurse or has been found to be guilty of conduct deserving of sanction or ceases to be a resident of the province shall be deemed to have resigned and automatically ceases to be a member of Council.

6. Tie Vote

Where, upon the counting of the votes, two candidates have an equal number of votes, subject to an independent third-party witness, a member of the Nominations Committee shall:

6.1 Write the names of those candidates on separate, identical blank sheets of paper;

6.2 Fold the sheets of paper in an identical manner so that the names are concealed;

6.3 Deposit them in a receptacle and withdraw one sheet to identify the successful candidate; and

6.4 Declare the candidate whose name appears on the sheet withdrawn, to be elected.

**Revised: February 2015, October 2015, June 2016, October 2018**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Establishment of Reserves

**Number:** GP-5

**Policy Type:** Governance Process

**Date Approved:** April 2010

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The Council reserves the right to establish long-term reserves and contingency funds for specific purposes. The following funds are established:

1. Global Member Services
  - Purpose: To accumulate funds for the purpose of facilitating services/offerings that are available to all members (eg. virtual AGM, Nursys pre rollout).
  - Funding: Contributions of \$2 per member per year and the outstanding balance of the former Legal Assistance Plan (as of March 31, 2020) and the former Ways and Means Reserve (October 31, 2022). An initial transfer of \$50,000 from the unrestricted surplus (March 31, 2024).
2. Conduct Review Reserve
  - Purpose: To be used to cover extraordinary legal and related costs associated with the PCR process in those years when the budgeted amount has been exceeded.
  - Funding: A minimum of \$400,000 of the Colleges unrestricted cash assets shall be set aside as the Conduct Review Reserve. Built up from any funds budgeted for the PCR process not expended in any particular budget year. The goal balance in this fund is \$600,000.
3. Building Contingency
  - Purpose: To cover non-routine repair and maintenance costs associated with the property at 1033 Topsail Road.
  - Funding: A minimum of \$250,000 of the College's unrestricted cash assets shall be set aside as the building contingency fund. The fund will build by an amount of \$25,000 to be moved from the unrestricted surplus to the building fund annually.
4. Single Nurse Regulator Fund
  - Purpose: To offset costs associated with the merger of College of Licensed Practical Nurses (CLPNL) and College of Registered Nurse (CRNNL).
  - Funding: Initial transfer of \$75,000 from the unrestricted surplus and no less than \$10K of excess revenue over expenditure every year thereafter until merger complete.
5. Interjurisdictional Licence Fund
  - Purpose: To offset CRNNL and CLPNL's share of the INL development costs estimated to be \$275,000.
  - Funding: Initial transfer of \$25,000 from the unrestricted surplus.

**Revised: June 2011, October 2014, October 2015, June 2016, November 2018, October 2020, March 2021, October 2022, February 2023/2024**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Council Committees

**Number:** GP-6

**Policy Type:** Governance Process

**Date Approved:** June 2, 2002

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1. Council committees are to help the Council do its job preparing policy alternatives and implications for Council deliberation. Annually all Council members will be assigned to committees based upon criteria administered by the Appointments Committee.
  - 1.1 Council committees may not speak or act for the Council except when the Council formally gives such authority.
  - 1.2 New members will have the opportunity to be orientated to the committee's role and responsibilities.
  - 1.3 The chair of the committee is responsible for working with the relevant staff person(s) to set the meeting agendas and for presiding over committee meetings.
  - 1.4 All committee members shall abide by the same Code of Conduct as governs the Council.
  - 1.5 Except as defined in written Terms of Reference, no Committee has authority to commit the funds or resources of the College or exercise authority over staff.
  - 1.6 No Committee has the authority to contravene any Bylaw or Policy of the Council.
  - 1.7 Outputs from standing committees are to be presented to Council as recommendations.
  - 1.8 Decision-making for all standing committees will be by consensus.
  - 1.9 Staff assigned to support Council Committees serve as the secretariat and are non-voting.
2. Quorum is determined by:
  - 2.1 the presence of the majority of committee members, exclusive of staff resources and the Executive Director.
  - 2.2 any special requirements for that particular committee.
3. Expenses
  - 3.1 Chair of Council

It is recognized that professional activities usually assume some degree of voluntary contribution. However, as the Chair is required to use a significant amount of time preparing for and attending meetings, taxable remuneration is paid: The Chair's annual allowance shall be \$10,000 (reviewed February 2017).
  - 3.2 Council members shall be reimbursed for travel, accommodation and allowable meals (per diem) in accordance with the approved travel claims rates.
4. Committee Structures

*Legislated Committees:*

  - Complaints Authorization Committee
  - Disciplinary Panel
  - Quality Assurance Committee

*Standing Committees:*

- Governance Committee (6.2)
- Finance and Audit (6.3)
- Appointments Committee (6.6)
- Nominations Committee (6.7)

**Revised: October 2018, October 2019, September 2020, June 2021, October 2021, October 2022**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Complaints Authorization Committee (CAC)    **Number:** GP-6.1

**Policy Type:** Governance Process    **Date Approved:** September 16, 2008

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1. Product

1.1 Review an allegation referred to the CAC by the Director of Professional Conduct Review to make a decision to:

1.1.1 Refer the allegation back to the Director of Professional Conduct Review for an investigation or alternative dispute resolution, or both in accordance with the regulations;

1.1.2 Refer the allegation to the Quality Assurance Committee;

1.1.3 Conduct an investigation itself or appoint a person to conduct an investigation on its behalf; and

1.1.3 Require the respondent to appear before it.

1.2 Dismiss the allegation if there are no reasonable grounds to believe the respondent has engaged in conduct deserving of sanction and give notice in writing of the dismissal to the complainant and the respondent.

1.3 Consider an allegation as constituting a complaint where there are reasonable grounds to believe a respondent has engaged in conduct deserving of sanction, in this case the committee may:

1.3.1 Counsel or caution the respondent; or

1.3.2 Instruct the Director of Professional Conduct Review to file the complaint against the registrant and to refer it to the disciplinary panel; and

1.3.3 Recommend to Council that

(a) the respondent's license be suspended or restricted, or

(b) the Director of Professional Conduct Review conduct an investigation of the respondent's practice.

2. Authority

2.1 The committee's authority shall be in accordance with the roles and responsibilities outlined in the Act and Regulations.

3. Composition

3.1 All members of Council with the exception of Chair and Executive Director.

3.2 The chairperson and vice-chairperson shall be appointed by Council from the persons appointed under subsection (3.1).

4. Term of Office

4.1 Members shall be appointed to the committee for their term on council and members are eligible for reappointment if re-elected or re-appointed to council.

5. Quorum of the Committee

5.1 Three members of the CAC, one of whom is a public representative, shall be a quorum and will be drawn to review an allegation.

5.2 No member of the CAC as outlined in subsection (5.1) may have participated in the referral of the allegation to the CAC.

**Revised: November 2020**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Governance Committee  
Terms of Reference

**Number:** GP-6.2

**Policy Type:** Governance Process

**Date Approved:** February 2020

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## **1. Product**

To assist Council in fulfilling its commitment to good governance. Specifically, this includes:

- 1.1 Review and recommend changes to By-laws, governance policies and other procedural processes.
- 1.2 Review Council performance and evaluation processes.
  - 1.2.1 Review Council meeting evaluations.
  - 1.2.2 Develop a process for individual review.
  - 1.2.3 Review the Council orientation process and make revisions as needed.
  - 1.2.4 Recommend Council governance education.
- 1.3 Oversee the role of the Nominations Committee.
  - 1.3.1 Ensure the Council competency matrix is current and relevant.
  - 1.3.2 Support the Call for Nominations by identifying desired competencies to meet current gaps and opportunities.
- 1.4 Support Council's fulfilment of its legal requirements related to:
  - 1.4.1 Annual General Meeting.
  - 1.4.2 Annual Report.
  - 1.4.3 Any disputes arising from Governance policies: Code of Conduct & Conflict of Interest.
- 1.5 Support the Chair (as required) in preparation for the annual performance review of the Executive Director.
- 1.6 Specific tasks as delegated by Council.

## **2. Authority**

- 2.1 The Committee has the authority to make recommendations to Council on any matter addressed under section 1 (Product).
- 2.2 Decision making will be by consensus.

## **3. Composition**

- 3.1 Council Chair (ex-officio).
- 3.2 Council Vice-Chair who shall be the Chair of the Committee.
- 3.3 Three current Council members – at least one public councilor.
- 3.4 Executive Director (non-voting).
- 3.5 Legal Counsel (staff resource/non-voting).

The committee can, at its discretion, invite individuals with known expertise in a matter under discussion to attend ex-officio.

**4. Term of Office**

4.1 Where possible, membership is staggered to support continuity.

4.2 Appointment is for duration of term on Council or unless mutually agreed otherwise.

**5. Quorum**

5.1 Three Council Committee members.

**Revised: September 2020, June 2021, October 2021**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Finance & Audit Committee  
Terms of Reference

**Number:** GP-6.3

**Policy Type:** Governance Process

**Date Approved:** October 27 & 28, 2011

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## **1. Purpose**

Assist Council in the discharge of its responsibilities related to the external financial audit, financial reporting and investment performance in accordance with Council Policies. This includes:

### 1.1 Financial Audit

- 1.1.1 Review of the audited financial statements, in consultation with the external auditor.
- 1.1.2 Report to Council highlighting the results of the committee's review of the audited statements and any other significant information arising from their discussions with the external auditor and facilitate an in-camera opportunity with the external auditor at a Council meeting.
- 1.1.3 Make a recommendation to Council on approval of audited financial statements.
- 1.1.4 Make a recommendation to Council on reappointment of current auditor or selection of new auditors. Review of request for pricing shall occur at a minimum of every three years.
- 1.1.5 Make a recommendation to Council (if necessary) on the retention of an external party to complete an internal audit.

### 1.2 Financial Reporting

- 1.2.1 Review budget and financial performance to budget reports to assess ongoing financial condition;
- 1.2.2 Review the policies, assumptions and interpretations employed by Management in the development of financial information eg. Executive Requirements (ER) Policies: Financial Planning, Financial Condition and Asset Protection;
- 1.2.3 Review restricted funds (Governance Process) performance and viability.
- 1.2.4 Make a recommendation to Council on approval of budget.

### 1.3 Investment Performance

- 1.3.1 Examine statements to monitor investments are prudently and effectively managed.
- 1.3.2 Receive and review reports from investment consultants.
- 1.3.3 Make a recommendation to Council on investment policy development or changes.
- 1.3.4 Make a recommendation to Council (if necessary) on retention and/or replacement of investment consultants.

## **2. Authority**

- 2.1 The Committee has the authority to make recommendations to Council on any matter addressed under Section 1 (Purpose)
- 2.2 Decision-making will be by consensus.

## **3. Composition**

- 3.1 Three current Council members, one of whom shall be designated as chair
- 3.2 Up to two external public representatives with financial/investment expertise.

- 3.3 The Chair of Council (ex-officio).
- 3.4 The Executive Director (non-voting).
- 3.5 The Director of Corporate Services (staff resource/non-voting).
- 3.6 The Chairperson shall be elected by and from within the committee members.

#### **4. Term of Office**

- 4.1 Where possible, membership is staggered to support continuity.
- 4.2 Appointment is for duration of term on Council or unless mutually agreed otherwise.
- 4.3 External appointments will be 3 years with opportunity for reappointment to a maximum of 3 terms for a maximum of 9 years.

#### **5. Quorum**

Quorum is determined by the presence of the majority of committee members, exclusive of staff resources and the Executive Director.

**Revised: October 2013, October 2014, February 2015, October 2018, February 2020, October 2020, October 2021, October 2022, November 2023**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Quality Assurance Committee  
Terms of Reference

**Number:** GP- 6.4

**Policy Type:** Governance Process

**Date Approved:** June 14, 2015

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## **1. Purpose**

To support CRNNL's Quality Assurance Program (QAP) by:

- 1.1 Providing strategic direction on the QA framework including recommendations on processes and policies to improve the program.
- 1.2 Providing strategic direction on the QA framework including recommendations on processes and policies to improve the program.
- 1.3 Undertaking quality assurance review(s) as required in accordance with Section 35 of the *RN Act*.
- 1.4 Identifying for CRNNL Council any areas of legislation (Section 35) which require review/updates.
- 1.5 Identifying from trends and evaluation data, opportunities for registrant education and as relevant to other CRNNL programs (eg. CCP).
- 1.6 Reviewing the committee's membership and terms of reference annually.

## **2. Membership**

- 2.1 A minimum of 10 members, of which at least 1 will be a member of the public. Composition may be increased based on need.
- 2.2 Registered nurse members shall be broadly representative of various practice domains, experiences, and geographical perspectives and appointed from the register of all practicing license holders who submit their names for consideration; provided they are not subject to an allegation of conduct deserving of sanction.
- 2.3 All Committee members shall be appointed by Council for a specified term of 2 or 3 years. The Chairperson shall be a registered nurse selected from within the Committee.
- 2.4 Committee members shall act in accordance with the public protection mandate of CRNNL. Any Committee member in a conflict of interest, including, but not limited to, positions of advocacy, interest groups, membership i.e. other councils, boards or any other personal interest contrary to the mandate of CRNNL shall resign from the Committee.
- 2.5 Where a registered nurse member has an allegation filed against them while on the Committee, the registered nurse shall:
  - 2.5.1 Step aside until a decision of an Adjudication Tribunal is rendered;
  - 2.5.2 Resign where the member is found guilty of conduct deserving of sanction or resolves an allegation through the Alternate Dispute Resolution (ADR);

and

  - 2.5.3 Where 2.5.1 or 2.5.2 is applicable, the person is not eligible to reapply until five years have passed since the person met all terms and conditions set out in the Decision/Order of the Adjudication Tribunal or the Alternate Dispute Resolution (ADR);

- 2.6 Committee members shall resign from the Committee if convicted of an indictable criminal offence as defined by the *Narcotics Control Act*, the *Food & Drug Act*, or the *Criminal Code*.
- 2.7 No member of the Committee comprising a quorum for a quality assurance review may have participated in the referral of the allegation/issue/concern to CRNNL; nor may they be current members of CRNNL's Council, Disciplinary Panel or staff.

### **3. Terms of Office**

- 3.1 The term of office for members appointed to the Committee shall be two years for one half of those first appointed to the committee and three years for the remaining one half. All subsequent appointments shall be for a term of three years. Members may be reappointed to a maximum of three terms.

### **4. Quorum**

- 4.1 Six members of the Committee, one of whom is a member of the public shall constitute a quorum for a meeting.
- 4.2 Three members, one of whom is a member of the public shall constitute a quorum for a quality assurance review.

### **5. Meetings**

- 5.1 Meetings are annually and at the call of the Chair as required to perform the responsibilities outlined in section 35.

**Revised: June 2019, February 2020**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Disciplinary Panel  
Terms of Reference

**Number:** GP-6.5

**Policy Type:** Governance Process

**Date Approved:** September 2008

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1. Product

1.1 A determination of whether or not a respondent is guilty of conduct deserving of sanction.

Conduct deserving of sanction includes:

- 1.1.1 professional misconduct;
- 1.1.2 professional incompetence;
- 1.1.3 conduct unbecoming of a Registered Nurse;
- 1.1.4 incapacity of unfitness to engage in the practice of nursing;
- 1.1.5 acting in breach of the *RN Act*, the *RN Regulations*, or the *Code of Ethics*.

1.2 A decision as to whether the respondent shall be:

- 1.2.1 reprimanded;
- 1.2.2 suspended for a fixed period that the panel considers appropriate until the respondent can demonstrate to the Council or other body or persons designated by the adjudication tribunal that conditions imposed are fulfilled, or until further order of the tribunal;
- 1.2.3 allowed or directed to surrender his or her licence to the Council upon those conditions that may be considered appropriate and strike the respondent's name from the register;
- 1.2.4 imposed a fine not to exceed \$10,000 to be paid to the College;
- 1.2.5 ordered to pay the costs or part of the costs incurred by the College in the investigation or hearing of the complaint;
- 1.2.6 ordered to comply with one or more terms or conditions as set out in Sections 27(2), 28(3)(g) and 28(4) of the *RN Act*.

1.3 Except in extenuating circumstances in which case an adjudication tribunal shall report to the Director of Professional Conduct Review, a written decision, including the order of the tribunal, shall be filed with the Director of Professional Conduct Review within 90 days of the conclusion of the hearing of a complaint.

1.4 An order to the Director of Professional Conduct Review to publish a summary of the decision in a newspaper as set out in Section 29(3) and 29(4) of the *RN Act*.

1.5 An order to dismiss the complaint where the adjudication tribunal decides that a respondent is not guilty; and where it believes that the submission of the complaint to the tribunal for a hearing was unreasonable may, order that those costs the tribunal considers appropriate be paid by the College to the respondent; and may make another order it considers appropriate.

2. Authority

2.1 The Disciplinary Panel's authority shall be in accordance with the roles and responsibilities outlined in the *RN Act* and the *RN Regulations*.

3. Composition
  - 3.1 Forty-two members, 28 of whom shall be practicing members of CRNNL, appointed by the Council, with 14 being public representatives appointed through the Independent Appointments Commission of Government (as of May 26, 2016).
  - 3.2 The chairperson shall be appointed by Council and shall have:
    - 3.2.1 served at least one term on the committee;
    - 3.2.2 served as the chairperson of at least two Adjudication Tribunals.
  - 3.3 The registered nurse members shall be broadly representative of various practice areas, experience and geographical perspectives, but none of the members may be members of CRNNL Council; and appointed from the register of all practicing license holders who:
    - 3.3.1 submit their name for consideration;
    - 3.3.2 are not subject to an allegation of conduct deserving of sanction at the time of appointment.
  - 3.4 Where a registered nurse member has an allegation filed against them while on the committee he/she must disclose the allegation to the panel Chair and:
    - 3.4.1 may continue in their role if the matter is referred to the Quality Assurance Program;
    - 3.4.2 step aside temporarily but may resume their role if the matter is dismissed by the Complaints Authorization Committee (CAC) or the Adjudication Tribunal;
    - 3.4.3 step aside temporarily but may resume their role when the terms of a Caution or Counsel issued by the CAC are completed;
    - 3.4.4 step down where he/she is found guilty of conduct deserving of sanction or admits to conduct deserving of sanction and consents to explore or enter into an Alternative Dispute Resolution (ADR) to resolve an allegation(s); and
    - 3.4.5 where 3.4.4 is applicable the person is not eligible to reapply until three years have passed since the person met all terms and conditions set out in the Decision/Order of the Adjudication Tribunal or ADR.
4. Term of Office
  - 4.1 Three years. Members can be reappointed for 3 additional terms. The Chairperson may be reappointed to 2 additional terms. Where possible, terms shall be staggered for continuity.
5. Composition of the Adjudication Tribunal
  - 5.1 Three members of the Disciplinary Panel: 2 registered nurses and one public representative.
  - 5.2 The Chairperson of the Disciplinary Panel appoints the members and chairperson of an adjudication tribunal. The adjudication tribunal chairperson shall be a Registered Nurse.
  - 5.3 No member of the adjudication tribunal may have participated in the referral of a complaint to the Disciplinary Panel.
6. Quorum for Adjudication Tribunal for a Hearing
  - 6.1 Quorum for an adjudication tribunal for a hearing shall be three persons.

**Revised: October 2011, October 2016, May 2017, June 2018, September 2023**



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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Nominations Committee  
Terms of Reference

**Number:** GP-6.7

**Policy Type:** Governance Process

**Date Approved:** December 4, 2008

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1. Product
  - 1.1 A request for nominations sent to members annually and as needed if by-election required. The request shall be in accordance with the positions that are to be or are vacated and relevant *By-laws*.
  - 1.2 A slate of qualified candidate(s), to include, if at all possible, at least two candidates for each position to be filled.
  - 1.3 Assurance of the integrity of the voting process.
  - 1.4 A report to be presented at the next annual meeting of the College on the nomination process and election results.
2. Authority
  - 2.1 The Committee has authority to nominate candidates.
  - 2.2 The Committee has authority to deal with disputes relating to the elections of elected councillors, as provided in the *By-laws* and Council policies.
  - 2.3 The Committee has the authority to make recommendations to Council on any other matter.
  - 2.4 Decision-making will be by consensus.
3. Composition
  - 3.1 Four CRNNL members appointed by council, in addition to the Chairperson. These 4 members will represent the geography of the province with one being from each of the regions: Eastern, Central, Western and Northern Peninsula/Labrador.
  - 3.2 Council shall appoint the chair of the committee. Council will select the chairperson from councillors whose term on Council has expired or is immediately expiring, and therefore will not be current members of Council.
  - 3.3 The secretary of the Committee shall be the administrative assistant to the Executive Director and is a non-voting member.
  - 3.4 No member of the Committee can be a member of the Council.
4. Term of Office
  - 4.1 Three years for the four CRNNL members appointed by Council.
  - 4.2 One year for the appointed Chair.
  - 4.3 Terms of office shall be staggered, unless otherwise directed by Council, the Western and Central representatives changing together and the Eastern and Northern Peninsula/Labrador representatives changing together in alternate years.
  - 4.4 A member can be reappointed for two additional terms.
  - 4.5 The current Chair can be reappointed for a additional term(s) up to a maximum of 3 terms.
5. Quorum

Quorum is determined by the presence of the majority of committee members, exclusive of staff resources and the Executive Director.

**Revised: April 2014, October 2014, October 2016, October 2019, October 2021, October 2022**

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**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR  
COUNCIL POLICY**

**Policy Name:** Handling of Complaints      **Number:** GP-7  
**Policy Type:** Governance Process      **Date Approved:** June 2020

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To ensure that the Council fulfills its accountability and does not interfere in matters it has delegated to the Executive Director, the following process shall be followed in the case of a Council member receiving a complaint regarding a decision or action undertaken by CRNNL.

1. The Council Member shall not offer evaluative comments or solutions.
2. The Council Member shall as soon as possible inform the Chair of Council.
3. The Chair will inform the Executive Director and clarify if the matter is a role of Council or a role delegated to the Executive Director.
4. If it is determined to be a Council role, a policy review will be undertaken by the Governance Committee to determine if direction is already articulated.
  - a. If so, the Chair will collaborate with the Executive Director to resolve the matter.
  - b. If there is no policy direction, the matter will be brought to the next Council meeting for discussion or if a more urgent response is needed, a meeting may be set up.
5. If the role belongs to the Executive Director, the Chair shall determine if Council policy direction is clear, reasonable and appropriate.
  - a. If yes, the matter is left with the Executive Director and a report back on outcome is requested.
  - b. If no, the Chair will schedule a meeting with Council or relevant Council committee to explore policy changes.
6. The Chair, in collaboration with the Executive Director, will ensure there is a process in place to communicate with the person(s) who raised the complaint.
7. The Chair at any point in the process could engage the Governance Committee.

**Revised:**