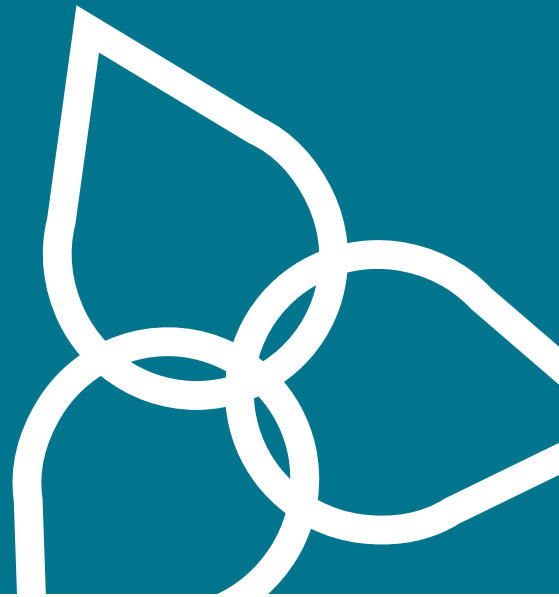


# RPNAO

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*Registered  
Practical  
Nurses  
Association  
of Ontario*



ANNUAL REPORT 2016-2017

**Honouring the Past.  
Embracing the Future.**



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- A large teal-colored rectangular area on the right side of the page. It features a faint, semi-transparent image of a woman with dark hair, smiling and wearing a lanyard with a badge. Overlaid on this background is a numbered list of 13 items.
- 1** About RPNAO
  - 2** Message from the President and Chief Executive Officer
  - 3** Your Association's Membership Base Remains Strong
  - 4** Enhancing Role Clarity For RPNs
  - 5** Enhancing RPN Role Excellence
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  - 13** Board of Directors and RPNAO Staff

### Vision

Respected, knowledgeable professionals playing a vital role in Ontario's health care community.

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### Mission

Optimizing RPNs' professional practice for a healthier Ontario

### What is a Registered Practical Nurse?

RPNs are regulated, knowledge-based nurses. There are approximately 41,000 RPNs currently practicing in all health care sectors throughout Ontario, representing more than one-quarter of the province's total nursing workforce.

RPNs combine nursing skills, knowledge and judgment to provide compassionate, informed and expert care in hospitals, long-term care centres, client homes, public health units, clinics and many other settings.

In recent years, important advancements in post-graduate and specialty education available to RPNs have allowed them to broaden their roles and take on a wider variety of responsibilities in their places of work. As a result, RPNs have more opportunities to provide their expert brand of care within Ontario's health care system than ever before.

The vast majority of RPNs employed in Ontario provide direct care to patients, clients and residents on a daily basis. For many RPNs, caring for older adults is an important priority in their day-to-day practice. And as Ontario's demographics continue to shift, there will be an even greater need for the services and skills of RPNs.

### About RPNAO

Founded in 1958, RPNAO is the one unified voice for RPNs in Ontario. Our objectives are to:

- Advocate for quality health care in Ontario.
- Advocate for RPNs in diverse settings, resulting in optimum client health services through policy, legislation and regulation.
- Advocate for quality, respectful working environments for RPNs.
- Enhance the professional competencies of RPNs by ensuring the research, development and delivery of quality educational programs.
- Promote the benefits of RPNAO membership to RPNs in order to ensure a strong and unified professional voice.
- Promote a closer working relationship with other health and related organizations.

## Message from the President and Chief Executive Officer



**Max Hamlyn**



**Dianne Martin**

On behalf of the staff and board of RPNAO, it's our pleasure to present you with our annual report for the 2016-2017 fiscal year.

This past year has been another strong year for your association. Overall RPNAO membership figures remain impressive, with 13,009 total members. For the most part, we have been able to hold membership levels steady after the large influx of new members after the mandatory liability insurance requirement was introduced three years ago by the College of Nurses of Ontario.

We are also particularly pleased to report to our members that we have been able to hold full-year membership fees steady for a record eighth consecutive year. It is worth noting that while membership fees have remained unchanged for nearly a decade now, the overall package of programs, tools, resources and other benefits that our members have access to has continued to expand each year.

In many ways, one of the most prominent themes from the past year has been about embracing the future. In 2016-2017, our board of directors finished work on the new strategic plan, which will guide RPNAO's work over the next four years. We introduced a new logo – one that reflects the evolution of our profession and our association. We revitalized our working space in Mississauga to preserve our capital investment in our offices and to better reflect the mission and mandate of the association. And this past year, we also launched our Nursing Innovation Fund, which is

now delivering on the important task of building a better future in health care through investing in innovation in the RPN role.

RPNAO also continued the tradition of positive, collaborative engagement over the past 12 months, building and strengthening relationships with a diverse group of audiences and stakeholders, including the government, where we are more engaged than ever before. At our "Queen's Park Day" in March, we spoke directly to the Premier, the Minister of Health and Long-Term Care and a long list of MPPs about some of the most important issues affecting RPNs' work every day. And in May, when RPNs came under attack yet again by another nursing association, we activated our "action alert" system and thousands of you stepped forward to deliver messages to the government about the importance of RPNs.

Over the past year, RPNAO continued to execute on numerous initiatives aimed at addressing the most pressing issues and challenges facing our profession. We've provided updates on a selection of these projects in the following pages.

We would like to take this opportunity to thank the staff members of RPNAO for the amazing work they do every day. And likewise, we want to thank you, our members, for your continued engagement, feedback and support of this incredible profession. We look forward to working with you to continue to advance nursing and health care in the months and years to come.

A handwritten signature in black ink that reads "Max Hamlyn RPN". The signature is fluid and cursive.

**Max Hamlyn, RPN**  
President

A handwritten signature in black ink that reads "Dianne Martin". The signature is fluid and cursive.

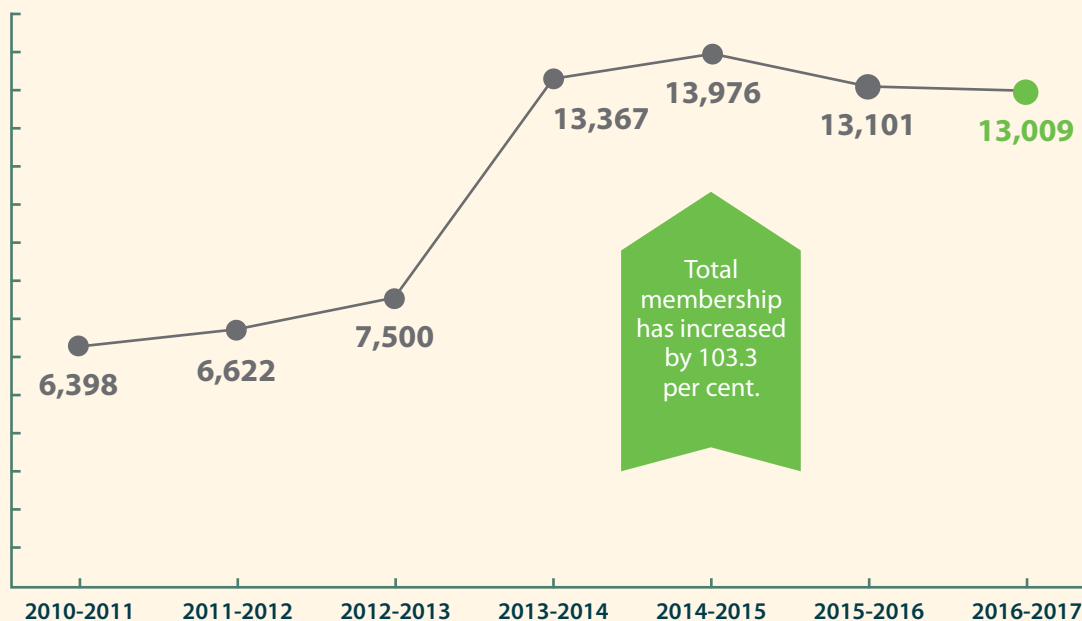
**Dianne Martin, RPN, RN, BScN, MA**  
Chief Executive Officer



## Your Association's Membership Base Remains Strong

Every RPNAO membership strengthens our collective voice. We are pleased to report that RPNAO's membership base remains strong throughout Ontario.

### RPNAO Membership Figures Over the Past Seven Years



Not only does every membership better position RPNAO to be proactive in its work to enhance the profession, but it also helps the association to be more agile and effective at responding to issues and challenges in the Ontario health care environment.

RPNAO's membership base remains strong. Over the past seven years, total membership has increased by 103.3 per cent. And for the past three years, the association has been able to sustain the sudden membership increase that occurred in 2013-2014 when the province introduced new rules which required all RPNs to obtain liability insurance in order to maintain their professional licenses.

As always, Ontario's practical nursing students continue to make up an important contingent of our overall membership. This past year, RPNAO

had 1,391 student members, representing colleges all across the province. RPNAO offers a deeply discounted membership to students, providing a valuable opportunity to enhance their professionalism and invest in their future careers.

### Membership Fees Remain Unchanged for an Eighth Year

At RPNAO, we work diligently to provide RPNs with access to the best possible package of membership benefits at the lowest possible cost. We recognize that you work incredibly hard for your income and you want to keep as much of it as possible. With that in mind, we are very pleased to announce that because of the continued strength of our membership base, we were able to keep membership fees steady for a record eighth consecutive year.

## Enhancing Role Clarity For RPNs

**This past year, RPNAO delivered 22 role clarity workshops. This area will remain as a primary focus in 2017-2018 because RPNs, RNs and nurse leaders have told us it's important to them. We will also be unveiling an online role clarity course in the winter of 2017.**

RPNAO continued to deliver on its mandate to increase awareness about the importance of RPNs, to address the key issues facing RPNs in Ontario and to enhance and optimize the role of the RPN in the Ontario health care sector. In the following pages, you will hear about some of the highlights of our association's activities over the past 12 months.

### **Adopting a Global Perspective to Achieve Greater Clarity Around the RPN Role**

For several years now, RPNAO has been deploying significant attention and resources on enhancing clarity around the RPN role. The historic lack of clarity around practical nursing was something that Ontario's RPNs said was important to them and was affecting their day-to-day work in negative ways. We also built on the momentum from our previously published role clarity report with the launch of our Global Role Clarity Project.

It has been fascinating to examine the practical nursing role through a global lens. In particular, we learned how respected the role is in Australia and New Zealand. Our findings there will be helpful to us as we continue our work in Ontario. We also remain in close contact with and support our nursing colleagues in Britain, which eliminated its practical nursing role in the 1990s and is now developing a new support role to help close the resulting gap in nursing care.

The findings of the Global Role Clarity report were presented at RPNAO's AGM & Conference and will be available on the RPNAO website. This past year, RPNAO delivered 22 role clarity workshops. This area will remain as a primary focus in 2017-2018 because RPNs, RNs and nurse leaders have told us it's important to them. We will also be unveiling an online role clarity course in the winter of 2017.

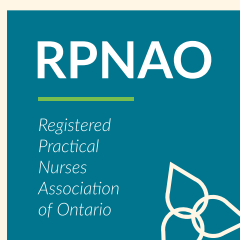
### **Engaging with our Members**

RPNAO continued to demonstrate its commitment to member engagement and communication this past year. In addition to our day-to-day marketing and communications activities, we accomplished this with a variety of other activities, including our educational courses, role clarity workshops, presentations in schools, conferences and health care settings, our Nursing Innovation Fund provincial tour, our political action alert during Nursing Week of 2016, school visits and social media.

### **Updating our Corporate Identity and Office Space**

During the course of the 2016-2017 fiscal year, RPNAO revitalized our corporate logo and our office space in Mississauga. Our new logo is a fresh, bold re-imagination of its predecessor. And while it retains elements of the association's heritage, it also reflects our strong focus on the future. At the same time, we refreshed and modernized the design elements of our office space. RPNAO has owned its office space for several decades. With the growth of the association and its work over the past decade, we have had to rent an adjoining space to accommodate our staff. This past year, we made the decision to purchase that rental space and connect it to our original office.

The design of the RPNAO office space was intended to incorporate elements of various parts of the province, from the sleek, modern lines of our cities to our important rural areas to the rugged, natural beauty of northern Ontario. We are proud of this working space and the way it reflects the various areas where our members live and work, underscoring our dedication to RPNs in every part of the province.



During the 2016-2017 year, we provided bursaries to 15 practical nursing students across Ontario.

### Collaborating with Other Nursing Associations

RPNAO is actively working with the Canadian Association of Nurses to identify ways that our two organizations can collaborate to continue to strengthen the family of nursing. We were also pleased to learn that the Canadian Association of Nurses included two RPNs in its 150 Nurses for Canada, a list of nurses who have been recognized as innovators and champions of health care.

### The Education Trust Fund: Providing Much-Needed Funds to Aspiring RPNs

Through the Education Trust Fund (ETF), we continue to support the nursing profession in Ontario by helping individuals achieve their goal of becoming a nurse. This bursary program was established back in 1990 to help students achieve their aspirations of becoming an RPN and to support the promotion of practical nursing programs in Ontario colleges. In addition to being funded by private donations, \$1 is directed to the fund each year from each RPNAO membership. The bursaries are awarded to students who are currently enrolled or accepted for enrollment in a practical nursing program. During the 2016-2017 year, we provided bursaries to 15 practical nursing students across Ontario.

### Supporting Continuing Education with the Nursing Education Initiative

RPNAO administers the Nursing Education Initiative (NEI), an education grants program funded by the Ministry of Health and Long-Term Care that supports nurses in continuing education to improve their nursing knowledge and skills. This initiative remains the best-known government nursing program in Ontario, and each year, thousands of RPNs submit applications to the fund for reimbursement of the tuition and registration fees they paid for education that supports their professional development.





**In total, the tour, which covered more than 5,000 kilometres, provided us with input from more than 300 participants.**

### Embarking on a Provincial Tour to Help Optimize the RPN Role

This past year, RPNAO launched a province-wide tour to obtain insights from RPNs and other stakeholders about how we can best deploy the new RPN Innovation Fund. Our objective is to fund initiatives that help to further optimize the RPN role and which have a positive, transformative impact on the profession and on health care.

Between January and May of 2017, RPNAO made 24 stops in communities throughout the province. These meetings provided us with valuable opportunities to speak with RPNs, health care experts and other stakeholders. In total, the tour, which covered more than 5,000 kilometres, provided us with input from more than 300 participants.

While there were some minor, regional differences in various parts of Ontario, the most consistent topics in these meetings included the need for greater role clarity; the need for more leadership opportunities for RPNs; the importance of continuing education and professional development opportunities; and specialty certification and RPN self-care.

We would like to thank everyone who took the time to participate in any aspect of the RPN role provincial tour. The insights from this tour will be incredibly important as we move forward with the allocation of the resources within the RPN Innovation Fund.



**24 Locations**



**5000+ kms  
Travelled**



**80+ Hours  
Spent Consulting  
with Stakeholders**



**300+  
Participants  
(188 RPNs;  
125 Other  
Stakeholders)**



**17 Interviews  
with Thought  
Leaders**



**65 Mind Maps  
Created**





**We remain committed to cultivating the development of RPN leaders in our health care system and promoting a positive professional image of RPNs within the health leader community.**

### **Supporting RPN Leadership Development for the Future of Health Care**

Developing leadership opportunities and capacity in practical nursing continues to be a popular topic. During the past fiscal year, 10 RPNs were able to attend the Dorothy Wylie Health Leaders Institute thanks to bursaries from the RPN Innovation Fund.

RPNAO chose to support this work in direct response to strong member interest in leadership development. The RPNs who attended the program said they enjoyed the opportunity to network with other health system leaders from across Canada and remarked that they learned practical and valuable tactics to help them improve as leaders.

We remain committed to cultivating the development of RPN leaders in our health care system and promoting a positive professional image of RPNs within the health leader community. Six more RPNs have received bursaries to attend the institute in 2017 and we will share their stories in a future issue of our quarterly magazine, *The RPN Journal*.

### **Proactively Addressing the Issue of Workplace Violence**

Regrettably, workplace violence remains a harsh reality and one of the biggest threats and concerns facing nurses across Ontario. RPNAO continues to be an active player in the ongoing quest to address this serious issue. This past year, we were actively involved in the development of the recommendations for an action plan that was jointly undertaken by the Ministry of Labour and the Ministry of Health and Long-Term Care. The report, which was published in May of 2017, is available for download at: [www.ontario.ca/page/preventing-workplace-violence-health-care-sector](http://www.ontario.ca/page/preventing-workplace-violence-health-care-sector).

In addition, our association continues to develop new practice support and educational resources for RPNs based on feedback and input from the nursing community. We recently introduced several key updates to our popular Workplace Violence Prevention Toolkit. The kit is now available in a mobile-friendly format and features a brand new module about understanding your rights as they relate to workplace violence. We also added a new, interactive scenario-based program that allows the user to learn about how to de-escalate situations through decision-based learning. There are currently two de-escalation scenarios (focusing on dementia and mental health) that are available through the RPNAO website. In the coming months, we will add two additional de-escalation scenarios related to family crisis and horizontal violence.

### **Helping RPNs to Start, Develop and Enhance their Careers**

No matter what stage an RPN might be at in their nursing career, RPNAO has resources and programs to help them get the most out of their career. Indeed, every year, more and more RPNs take advantage of the long list of career supports provided by our association. The following are just a few of the highlights in this area during the course of the fiscal year:

- We delivered eight webinars to support RPNs with career development and to help them hone their interviewing skills.



No matter what stage an RPN might be at in their nursing career, RPNAO has resources and programs to help them get the most out of their careers.

- We hosted career presentations at numerous college career expos, nursing schools and high schools throughout the province.
- We added a dedicated professional practice associate to help manage our mentorship program, which continues to grow in popularity. At the end of the fiscal year, there were 37 matched pairs (mentors and mentees).
- We continued to provide a wide range of supports to practical nursing students at colleges throughout Ontario. Our outreach specialist also delivered 59 presentations to college students during the 2016-2017 fiscal year, including supports for students transitioning from college programs into professional practice.
- We engaged with nurses at 16 conferences and events during the year, providing them with information on our professional practice supports.
- We also delivered three eLearning sessions this past year, providing RPNs with leadership and patient-centred care educational opportunities.

### Undertaking Research to Address Key Issues Facing Long-Term Care

The majority of nurses in Ontario's long-term care sector are RPNs. Many of our members have asked us to undertake work to help identify and

address some of the pressing challenges in this important area. This past year, we embarked on an ambitious research project that focused specifically on the long-term care sector in our province. Through this research initiative, we set out to capture the voices of the nurses who provide direct care in long-term care settings and to identify the factors that can pave the way for the application of nursing-specific knowledge to contribute to better resident care.

The findings highlight the fact that nurses know there is a direct correlation between high quality resident care and their ability to access their own nursing knowledge. At the same time, however, nurses also experience high levels of moral distress as they struggle to cope with challenges in their workplaces, including organizational policies that limit scope of practice and decision-making, overwhelming workloads, etc.

The resulting report, *An Unacceptable Reality: Enabling Nursing Knowledge for Quality Resident Outcomes in Ontario's Long-Term Care Homes*, has now been published and is available from RPNAO.

## An Ongoing Focus on Government Relations

With respect to government relations, one of our primary responsibilities is to set the record straight when RPNs might be unfairly targeted in the media or by other organizations and to speak up when high-quality patient care is being threatened.

The provincial government remains one of RPNAO's most important partners and stakeholders. This past year, we continued our work with the government, advising key contacts on issues important to nurses in order to help influence provincial nursing and health care policy. RPNAO represents RPNs on a number of government committees and advisory groups. We are also in frequent contact with the Minister of Health and Long-Term Care, the Opposition health critics and other key health care decision-makers.



With respect to government relations, one of our primary responsibilities is to set the record straight when RPNs might be unfairly targeted in the media or by other organizations, and to speak up when high-quality patient care is being threatened. We continue to voice support for the evidence-based process of nursing skill mix decision-making. And we continue to propose legislative and regulatory amendments to enable RPNs to practice in accordance with their current knowledge, skills and competencies for the purpose of improving patients' access to high-quality nursing care.

This past year in the government relations arena, we:

- Hosted a luncheon reception at Queen's Park in March for Members of Provincial Parliament to highlight the key role RPNs play in Ontario's health care system and to target regulations that restrict RPNs from providing patients with better access to safe and effective nursing care.

- Launched a new feature on our website in May that allows anyone to send a pre-written political action alert message directly to key government contacts. The purpose was to counteract efforts to lobby government to eliminate RPNs from Ontario hospitals and to prevent nursing leaders from making appropriate nursing skill mix decisions. The action alert was sent 6,500 times in two weeks. This remains a powerful tool for us to use in the future.
- In a video message played at our last AGM & Conference in 2016, Minister Hoskins spoke about the vital role RPNs play in our health care system, saying, *"I want to extend my deepest appreciation and thanks to all of the RPNs across Ontario for your incredible devotion to the patients you serve. To our government, our RPNs are an absolutely critical and highly-valued partner in health care. And we support RPNs in working to the fullest extent of their knowledge, skills, and competencies so that they can provide the highest quality of care to Ontarians. We need you. We rely on the excellent work that you do in all health care sectors, including acute care, long-term care, and home and community care. And my goals for Ontario's health care system cannot be accomplished without you."*

We will continue to press ahead with our government relations activities to support the optimization of the RPN role and to remove outdated and unnecessary barriers to practice that restrict RPNs from using their full knowledge, skills and competencies for the benefit of their patients, clients and residents.

## Strengthening Member Engagement



Over  
**7,800**  
Facebook  
“Likes”



Over  
**10,512**  
Subscribed To  
*Nightingale News*  
this past year



Distributed  
**Four**  
Times A Year  
*The Registered  
Practical Nursing  
Journal*



Over  
**6,100**  
Twitter  
Followers

### Communications and Outreach

RPNAO is an active communicator and seeks out opportunities to inform and engage with our members and other key stakeholders. The following are just a few of our communications and outreach activities over the past year:



**Facebook:** The RPNAO Facebook page is becoming an increasingly important hub for communication and engagement with members and non-members alike. The level of activity and engagement continues to grow on our page each year. This is one of our most effective channels to share important news with our community and allow them to react, comment and share with their respective networks. We posted a Nursing Week message from RPNAO on our Facebook page that garnered more than 10,000 views. We have a number of videos and other communications pieces planned for the coming months. If you're not currently following RPNAO on Facebook, we encourage you to do so.

**Nightingale News:** Our electronic newsletter is another vital communications tool we use to provide RPNs and other audiences with timely updates about the profession and other activities at RPNAO. The newsletter reached more than 10,512 subscribers this past year. You can subscribe to the *Nightingale News* on the RPNAO website.

**The RPN Journal:** Our quarterly magazine is one of our flagship communications vehicles and allows us to share stories affecting the world of nursing. This past year, we were able to share more personal stories about RPNs, profiling their jobs, challenges, accomplishments and more.



**Twitter:** We continue to use this messaging platform to engage with our audiences, including nurses, health care leaders, politicians, journalists and more. Our number of Twitter followers increased by about 13 per cent this past year to more than 6,100.



## How Every RPNAO Membership Benefits You and Your Profession

### An Investment in Your Career and Your Profession

Members of RPNAO have access to the broadest, most comprehensive package of protection, tools, resources, supports, discounts and other benefits available to RPNs in the province. Here are some of the ways belonging to RPNAO can help your career and your profession:



#### Peace of Mind on the Job

Nurses who are registered to work in Ontario must have professional liability insurance. As a member of RPNAO, you will automatically have the required professional liability insurance coverage you need. Our coverage also goes above and beyond by including access to your own legal counsel, something that is not typically covered through employer insurance. Our insurance follows you in the event you change jobs, for a seamless and worry-free transition. Rest assured that you're covered, 24 hours a day, seven days a week, no matter how many jobs you hold or how you spend your volunteer time.



#### Nursing Advocacy

For nearly 60 years, RPNAO has been advocating for quality health care on behalf of RPNs to the government, health care organizations and the public.



#### Professional Representation

RPNAO continues to represent the profession and collaborate with key provincial and national committees.



#### Great Networking Opportunities

Meet colleagues and health care leaders from around the province. Take part in courses and events, including RPNAO's AGM & Conference, the largest networking and educational event for RPNs in Ontario.



#### Savings on Workshops, Seminars and Publications

Take advantage of big savings on events, courses and publications to enhance your nursing career.



#### The RPN Journal

Enjoy the nursing news, stories and updates in your personal copy of *The Registered Practical Nursing Journal*, our association's quarterly magazine.



#### Career Development Supports

Access valuable career development tools and resources at every stage in your career.



#### Access to Specialty Interest Groups (SIG)

You have the ability to join any of the RPNAO Specialty Interest Groups (SIGs), including Operating Room Nurses, Independent Business Nurses and Gerontological Nursing.



#### Discounts on Home and Auto Insurance

Keep more of your hard-earned dollars in your pocket with special group rates on home and automobile insurance through our valued partner, Johnson Inc.



#### Group Health Benefits

This is the third year that RPNAO has made this group health benefits program available to our members. This is an ideal solution if you don't have health benefits at your place of work.

## Recognizing Excellence: RPNAO's 2016 Awards



< RPNAO's outgoing President, Anne McKenzie (left), presented the President's Award to Monica Seawright. Also pictured is emcee Jessica Holmes.

### The President's Award

This award recognizes an individual or organization that has made outstanding contributions and demonstrated ongoing dedication to the nursing profession in Ontario. In 2016, RPNAO presented this award to Monica Seawright. Monica served as a member of the RPNAO board and served as President from 2006-2008. She also served as Vice-President of the College of Nurses of Ontario Council in 2010. She has dedicated her career to advancing our profession, both through leadership roles and as a direct practice nurse.



< RPN Monica Campbell (c) was presented with the Preceptor Award of Excellence by RPNAO Board Member Dickon Worsley (l) and emcee Jessica Holmes.

### The Preceptor Award of Excellence

This award is bestowed upon an RPN in recognition of outstanding contributions as a role model for a practical nursing student. The role of preceptor is to provide guidance to a student entering the practice by creating a positive learning environment in which the student can expand his/her knowledge and skills to successfully integrate nursing theory into practice. The 2016 winner of this award was RPN Monica Campbell, a point-of-care nurse at Lanark Heights Long-Term Care in Kitchener. She is an inspiring role model who embraces the preceptor role with enthusiasm and patience.

### The Employer Award of Excellence

This award recognizes and honours employers that have demonstrated outstanding achievement in: improving the utilization of RPNs in innovative and creative ways; creating a multi-disciplinary team environment for all health care workers; and maintaining a safe, respectful and empowering work environment where RPNs can work to the fullest of their knowledge, skill and judgment. The 2016 winner of this award was Michael Garron Hospital, a shining example of collaborative, patient-centred care in action.



< Michael Garron Hospital brought a wide range of health care providers on stage to accept the Employer Award of Excellence.

## The RPN Award of Excellence and Innovation

This award is given to an RPN who has contributed in a significant way, on an ongoing basis, to RPNAO and/or practical nursing in Ontario and whose efforts have demonstrated exemplary nursing practices. The 2016 winner of this award was Jessica Jarmemy, a perioperative nurse at Thunder Bay Regional Health Science Centre.



## The Award for Excellence in the Care of Older Ontarians (The Martha Award)

This award, which is dedicated to the memory of Martha Thumlert, an older adult who died unnecessarily from a hospital acquired infection, celebrates the dedication of an RPN who provides exceptional care to our beloved older adults in a manner that is respectful, compassionate, professional and which exemplifies nursing excellence. The 2016 winner of this award was RPN Donna Wylie, a Belleville VON Care Coordinator with Assisted Living Services High Risk Seniors Program. She is described as someone who is diligent in her focus on safety and well-being, displaying genuine care and concern for everyone she meets.

## Board of Directors

**Maxwell Hamlyn**, RPN  
*President*

**Anne McKenzie**, RPN  
*Past-President*

**Linda Keirl**, RPN  
*Region 1*

**Deanna Clatworthy**, RPN  
*Region 2*

**Evelyn Belchior**, RPN  
*Region 3*

**Wesley Green**, RPN  
*Region 4*

**Suzanne Schell**, RPN  
*Region 5*

**Debora Cowie**, RPN  
*Region 6*

**Stephen Massaro**, RPN  
*Region 7*

**April Plumton**, RPN  
*Board Member-at-Large*

**Victoria Bertrand**, RPN  
*Ex-Officio Student  
Board Member*

## RPNAO Staff

**Dianne Martin**, RPN, RN, MA  
*Chief Executive Officer*

**Rocio Lock**, CMP  
*Manager, Membership  
and Administration*

**Pia Ramos-Javellana**,  
BSc, CPA, CGA  
*Director, Finance*

**Beth McCracken**, RPN CAE  
*Nursing Practice and  
Outreach Specialist*

**Norma Tomlin**, RPN  
*Professional Practice Associate*

**Sharon Foster**, RPN  
*Professional Practice Associate*

**Danielle Lapointe**, RPN  
*Professional Practice  
Professional Associate*

**Annette Weeres**, RN BScN, MN  
*Director, Professional Practice*

**Barbara Jones**, RN, BScN,  
MWS, MSc  
*Director, Nursing Innovation*

**Holly Smither**, RPN, RN,  
BA, BScN  
*Professional Practice  
Communication Coordinator*

**Searle Schonewille**, MA  
*Director, Policy Development  
and Government Relations*

**Renuka Kumar**, BA  
*Government Education  
Coordinator*

**Chanuka Wijekoon**  
*Application Consultant*

**Rita Stasiuleviciene**  
*Application Consultant*

**Noura Osman**  
*Application Consultant*

**Meena Bhatia**  
*Accounting Administrator*

**Kristel Flores**  
*Administration & Program  
Co-ordinator*

**Ruth Hernandez**  
*Membership Associate/  
Application Consultant*

**Olivia Vargas**  
*Member Services Specialist*



RPNAO would like to express its gratitude to the Ministry of Health and Long-Term Care for its continuing support of many of the association's recruitment and retention projects.



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Nurses Association of Ontario**

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[@RPNAO on Twitter](https://twitter.com/RPNAO)

