

YEAR 2025

# ANNUAL REPORT 2025

ALBERTA ASSOCIATION OF NURSES



CONTACT

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**The purpose of the Alberta Association of Nurses  
is to advance our members and the nursing  
profession through collective advocacy, member  
benefits, meaningful connection, and  
professional development.**

This report is reflective of  
association activities from  
**JANUARY 1<sup>st</sup> 2025 – December 31<sup>st</sup>, 2025**



## PAST CHIEF EXECUTIVE OFFICER

(2022-2025)

**KATHY HOWE**

CHIEF EXECUTIVE OFFICER

Welcome to the Alberta Association of Nurses' (AAN) 2025 Annual Report. This year has been a pivotal one for our organization. As the year unfolded, I shared with the Board of Directors my intention to retire by the end of the year, setting the stage for our first CEO transition. My last day as the CEO is January 30, 2026, however, I will always be an active member of the Association.

In 2025, our membership numbers increased for the first time since our launch year, 2022. Member associations across Canada are struggling with membership and this growth reflects the strength and commitment of our community and the hard work of the Operations team.

In May, we hosted a sold-out annual conference at the Grey Eagle Inn and Casino in Calgary. This two-day event offered participants opportunities to connect, network, learn, share, and be inspired in their nursing careers. A significant highlight for the association was announced at our annual conference in Calgary, May 2025. Dr. Valerie Grdisa, CEO of the Canadian Nurses Association (CNA), unveiled a new partnership between AAN and CNA. This partnership provides AAN members with a CNA membership and subsequently a membership with the International Council of Nurses. Alberta is the first province in Canada to announce this partnership, and we anticipate others will follow. This collaboration is crucial for giving Alberta nurses a national voice in Canada.

The Governance Relations Committee had a busy year, with members visiting their MLAs to discuss Alberta's need for a Chief Nursing Officer. While the government has not yet established this role, Primary Care Alberta appointed a Chief Nursing Officer for primary health, indicating progress in this direction.

AAN is leading two government-funded projects. The first, the International Educated Nurse (IEN) Navigator Program, supports internationally educated nurses planning to come to Alberta or already in the province. The program was set to expire on March 31, 2025; however, the program has been extended to March 2027. The second project, the Clinical Nurse Mentorship Project, supports mentors in providing extended clinical support to new nurses, particularly in continuing care, assisted living and home care settings. We are excited to see its impact in 2026.

AAN's Operations team, though small, achieves remarkable things for our members. I want to acknowledge Terri Shaul, Operations Director; Valerie Parel, Executive Associate; Tinu Olabimtan, Communications & Events Coordinator; Chad Koivuneva, Webmaster; Lydia Wright, IEN Navigator; and Arlene Walsh, Clinical Nurse Mentorship Program Manager. Their dedication to Alberta's nurses and their commitment to promoting nursing are commendable.



## **CHIEF EXECUTIVE OFFICER**

### **ANNJANETTE RIDSDALE-WEDDELL**

#### **CHIEF EXECUTIVE OFFICER**

I am sincerely grateful to the AAN Board for their trust and confidence in appointing me as AAN's next Chief Executive Officer, in November 2025. As I step into this role, I do so with a deep sense of gratitude, responsibility, and optimism for what lies ahead. It is a true privilege to serve a profession defined by skill, compassion, resilience, and an unwavering commitment to care.

I am honoured to build on the strong foundation established by Kathy Howe. Kathy's thoughtful leadership helped shape AAN into a strong, respected, and sustainable voice for regulated nurses across Alberta. Her dedication has strengthened support for nurses at every stage of their careers and positioned AAN to continue making a meaningful impact across the province.

As a practicing registered nurse who continues to work casual clinical shifts, I bring not only leadership experience to this role, but also the perspective of someone who understands the realities nurses face every day in delivering safe, high-quality care.

There is important work ahead, and I am energized by the opportunity to work alongside the AAN team, our members, and partners across the health system. Regulated nurses – LPNs, RPNs, RNs, and NPs – are the largest direct care profession in Alberta and play a vital role in shaping the future of health care. Nurses bring the voices and experiences of patients into every setting, and their insight is essential to building a stronger, more responsive health system.

My priority in this role is to listen. I want to meet nurses where they live and work, hear directly about their experiences, and better understand how AAN can continue to advocate, support professional growth, and strengthen the environments where nurses provide care. I look forward to connecting with nurses across the province through a series of in-person visits. By listening, learning, and working together, I am confident we can continue to strengthen the nursing profession and advance the health and well-being of Albertans.

## 2025-2026 BOARD OF DIRECTORS

The Board of Directors governs the strategic direction and sustainability of the Alberta Association of Nurses and is accountable to AAN members.

The board members consists of two LPNs, two NPs, two RNs, two RPNs, a President, and a President-Elect. Board members are elected from AAN's membership at the annual general meeting (AGM) each year.



**Top L to R:** Caroline Knox (President Elect, RN), Tara Bowes (RN), Barb Kathol (President, RN), Sara Ross (LPN)

**Middle L to R:** Stephanie Barker (NP), Kathy Cincurak (NP), Wendy Hamilton (RPN),

**Bottom L to R:** Ryan Sorensen (RPN), Jasen Drutz (LPN), Doran Walker (RN)

# BOARD OF DIRECTORS REPORTS



## PRESIDENT REPORT

### BARB KATHOL

Amid the rapidly evolving health care landscape across the province, the Alberta Association of Nurses, now in its fourth year, has had another highly successful and productive year.

Education remained a key focus in 2025. AAN hosted several webinars throughout the year, many of which were recorded and made available for members to access at their convenience. We also held our annual conference, Nursing 2.0: Bridging the Heart of Care to Tomorrow's Technology, which brought together nurses from across disciplines for an inspiring and engaging learning experience.

At our Annual General Meeting, held during the conference, members approved important amendments to the AAN bylaws. The previous requirement for a set rotation of nursing designations for the roles of President-Elect and President was removed, opening the door for nurse leaders from across the province to be nominated for these important positions.

Our Board met in person twice over the past year to guide AAN's priorities and strategic direction. In May, we welcomed new Board members and focused on planning for the year ahead. In October, we refined our 2025-2026 priorities and addressed key challenges and opportunities. A major milestone this year was our new partnership with the Canadian Nurses Association (CNA), which now provides AAN members with complimentary membership in both CNA and the International Council of Nurses. This strengthens Alberta nurses' voices at the provincial, national, and international levels. To further support member connection, we also launched a new Membership Engagement Subcommittee.



## BOARD OF DIRECTORS REPORTS CONT'D.

This year also marks an important leadership transition. We extend our deepest gratitude to Kathy Howe, AAN's inaugural Chief Executive Officer, for her exceptional leadership in building AAN into a strong and sustainable voice for regulated nurses across Alberta. To honour her legacy, AAN has established the Kathy Howe Scholarship, which we encourage members to consider donating in recognition of her lasting contributions. We are also pleased to welcome Annjanette Ridsdale-Weddell as AAN's new Chief Executive Officer. With extensive leadership experience and a strong clinical foundation, Annjanette brings valuable insight as AAN continues to grow its advocacy, education, and member support.

Thanks to the dedication of our staff and operations team, AAN once again finished the year with a balanced budget while continuing to advance key priorities. To our members, staff, and Board, thank you for your unwavering support, leadership, and commitment throughout the year. Your collective efforts continue to strengthen AAN and the nursing profession across Alberta. Together, we are building a more connected, resilient, and impactful future for nurses and the communities they serve.

### HR & GOVERNANCE COMMITTEE

In 2025, The HR & Governance committee's work was shaped by a significant leadership transition. Following the announcement of AAN's inaugural CEO, Kathy Howe's retirement, the committee led a comprehensive search—supported by a professional firm and strong Board involvement—and was pleased to announce the appointment of Annjanette Ridsdale-Weddell as Chief Executive Officer, to start in 2026.

The committee also focused on renewing AAN's governance charters. Originally developed in 2023 prior to the association's launch, these documents were updated to reflect AAN's growth, strengthen governance practices, and ensure legal compliance, representing an important investment in the association's long-term sustainability.

Guided by a strong commitment to supporting Alberta nurses, the committee remains focused on ensuring AAN is well-governed, sustainable, and positioned to advocate effectively across the province.

The 2025 HR & Governance committee (Chair, Caroline Knox, Board Members Wendy Hamilton and Sara Ross; President and CEO serving as ex officio members).

## BOARD OF DIRECTORS REPORTS CONT'D.

### AUDIT & FINANCE COMMITTEE

The Audit and Finance Committee supports the Board in overseeing the integrity of financial reporting, controls, and audit processes, while assessing AAN's financial performance against its annual plan. In 2025, the Committee met four times to review financial progress, ensure audit compliance, and recommend funding strategies to maintain a balanced budget.

Meetings focused on reviewing quarterly financial results against the budget, discussing revenue streams such as insurance royalties, grants, and conference revenue, as well as evaluating cost-saving measures and planning for the 2026 budget. The Committee also provided strategic guidance on cost reduction in collaboration with the CEO and supported investment decisions, including reinvesting GIC funds into a one-year fixed term.

Key achievements included overseeing a balanced budget, advising on cost containment strategies, approving the 2026 budget, and strengthening governance through a review of the Committee's charter.

The 2025 Audit & Finance Committee (Chair, Jasen Drutz; Board members Kathy Cincurak, Stephanie Barker, and Tara Bowes; President, President-elect, and CEO serving as ex officio members).

### MEMBERSHIP & ENGAGEMENT COMMITTEE

The Membership Engagement Committee (MEC) was established in fall 2025 to strengthen member value, connection, and engagement across the Alberta Association of Nurses. The Committee supported the Board by focusing on recruitment, retention, and awareness of AAN's programs and purpose, while fostering inclusivity, recognizing excellence, and strengthening connections between leadership and members.

In its initial phase, the Committee focused on foundational planning and structure. Board working sessions were held to define priorities and develop a strategic framework, alongside the creation of a Terms of Reference outlining the Committee's mandate. A flexible and inclusive approach to membership was adopted, supported by recruitment efforts through the Ambassador Committee and AAN communications. Early engagement efforts also included the development of a short member survey to better understand member needs and inform future strategies.

## BOARD OF DIRECTORS REPORTS CONT'D.

Key achievements in 2025 included the successful launch of the Committee, establishing clear expectations for Board engagement at events, and laying the groundwork for ongoing member feedback and recognition initiatives. Planning also began for an annual awards and recognition program aligned with AAN's purpose. These efforts will strengthen clarity, transparency, and intentionality in how AAN engages with its members.

Looking ahead, the Committee plans to analyze survey results, expand tools to support Board engagement, and advance recognition initiatives to further enhance member experience across Alberta. The MEC acknowledged the contributions of Board members, staff, and partners whose collaboration was instrumental in building a strong foundation for meaningful and sustained member engagement.

The 2025 Membership Engagement Committee (Chair Tara Bowes; Co-chair Ryan Sorensen; Board member Doran Walker, AAN Staff Terri Shaul (Operations Director), and AAN members; President, President-elect, and CEO serving as ex officio members).

If you are interested in joining the Membership & Engagement Committee, please connect with us at [\*\*info@albertnursing.ca\*\*](mailto:info@albertnursing.ca)

# YEAR IN REVIEW - 2025

## Auto-renewal membership implementation

Although auto-renewal was introduced for the 2024 membership year, 2025 served as the first true test year for the new system. While we experienced some initial challenges with processing certain credit cards, the overall transition was smooth.

The introduction of auto-renewal also reduced the manual administrative workload for AAN staff, enabling them to shift their focus to what matters most: supporting and engaging with nurses across the province. This improvement has already proven to be an important operational milestone.

## AAN Membership Fees

The Board of Directors reaffirmed its commitment to accessibility by confirming that there would be no increase to member fees for the next membership year. This stability supports member retention, encourages new registrations, and aligns with our mission to ensure professional resources remain affordable for all nurses.

## AAN Monthly Newsletter

AAN's monthly newsletter continues to serve as a cornerstone of member communication. Each issue delivers meaningful and timely information on education, professional development opportunities, emerging trends, and current issues in nursing. As AAN's primary channel for sharing updates, initiatives, and relevant news, the newsletter remains an essential resource for keeping nurses informed and engaged.

## AAN's 3rd annual conference - May 1 & 2

AAN hosted its third annual conference on May 1 and 2, 2025, Nursing 2.0, marking another highly successful event. Participants engaged in meaningful learning, networking, and knowledge exchange across a wide range of topics relevant to Alberta's nursing community. The positive feedback received from attendees highlighted both the value of the content and the strength of the community that continues to grow around this event.

# YEAR IN REVIEW - 2025 CONT'D.

## AAN's 3rd annual conference - cont'd.

*"[Enjoyed] being able to come together with like-minded nurses. And being appreciated not only as a nurse but as an LPN. The content was great and very relevant.."*

*"The speakers and the connection (were great!). I've been working from home for some time and I think I'd forgotten how valuable and important networking is."*

*"I love the networking opportunities! I had some great engagements with the vendors and sponsors and left the conference with a renewed sense of purpose for future career plans."*

*"Impactful sessions, very informative and interactive networking."*

## Annual General Meeting

AAN's Annual General Meeting (AGM) took place in-person on May 2, 2025, in conjunction with the annual conference. The meeting served as an important opportunity to review organizational progress, discuss priorities, and connect directly with members. A highlight of the AGM was the appointment of Barb Kathol as AAN's President, marking an exciting leadership milestone for the organization.

AAN also shared positive financial updates at the meeting, reaffirming our ability to maintain financial sustainability while continuing to grow and support the nursing community. This stability positions AAN for ongoing development and enhanced value for all members.

## Nursing Week

In 2025, AAN celebrated the theme "The Power of Nurses to Transform Health" by recognizing the vital contributions of nurses across Alberta. As part of the celebration, AAN ran a photo contest for a pizza party, with a nursing unit in Lethbridge taking home the win (pictured to the right).



# YEAR IN REVIEW - 2025 CONT'D.

## Government Relations Committee (GRC)

The Governance Relations Committee advanced its work by addressing key professional, policy, and advocacy priorities, including updates on an upcoming nursing and technology conference focused on the future of health care while preserving the core values of nursing. The committee continued to emphasize the importance of establishing a provincial Chief Nursing Officer reporting at the deputy minister level, sharing varied experiences engaging MLAs and noting growing government attention as a result of sustained advocacy. Discussions also addressed effective government relations strategies, and the association's role in media and public engagement. Members identified and prioritized advocacy issues for the coming year, including culturally safe policies, staffing and education challenges, workforce retention and nurse well-being, gaps in care for older adults, and legislative and regulatory developments affecting nursing practice. The year concluded with clear next steps to support coordinated advocacy, stakeholder engagement, and continued monitoring of health system and policy changes.

While the committee continued to recognize the importance of establishing a provincial Chief Nursing Officer in 2025, the primary advocacy priority for 2026 will be nurse retention through meaningful improvements to workplace culture. The Alberta Association of Nurses (AAN) will actively advance this issue by engaging with Ministers and senior decision-makers across Alberta's health system pillars, presenting both the challenges affecting nurses and evidence-informed solutions. This work will support a more sustainable nursing workforce and strengthens the health system through improved nurse wellbeing and retention.

## Ambassador Program

The Ambassador Program, launched in November 2024, was created to build a supportive and engaged network of AAN members throughout the province. Ambassadors play an important role in promoting AAN, sharing information with colleagues, and strengthening connections within their local nursing communities. In 2025, the program continued to grow steadily, with an increasing number of members expressing interest in becoming Ambassadors. AAN is grateful for the dedication of all Ambassadors and looks forward to continuing to expand the program in the coming year.

If you are interested in joining either the GRC or the Ambassador Program, please connect with us at [info@albertanursing.ca](mailto:info@albertanursing.ca)

## MEMBERSHIP ACTIVITIES

AAN continued to strengthen its presence and deepen engagement across Alberta's nursing landscape through a wide range of outreach activities in 2025. Over the past year, AAN delivered several presentations at post-secondary institutions, as well as public and private healthcare sites, sharing insights on nursing practice and the evolving healthcare environment.

These sessions highlighted emerging trends in nursing, reinforced the importance of a unified professional voice, and underscored the critical role of advocacy in shaping the future of the profession. In parallel, AAN remained focused on enhancing member value—offering meaningful opportunities for connection, access to professional development, and a growing suite of benefits and discounts that support nurses both personally and professionally.

Through these efforts, AAN continues to foster a strong sense of belonging and shared purpose among nurses across the province, ensuring members feel supported, connected, and empowered at every stage of their careers.

### Ceremonies & Celebration

AAN was also proud to attend pinning ceremonies for graduating nurses. These meaningful events celebrated the hard work, commitment, and transition of new nurses entering the profession. Our presence at these ceremonies reinforced AAN's ongoing support for the next generation of nursing professionals.

### Membership as of Dec. 31, 2025

Registered Nurses (RNs)	7,248
Nurse Practitioners (NPs)	153
Licensed Practical Nurses (LPNs)	78
Registered Psychiatric Nurses (RPNs)	17
Retired Nurses	56
Student Nurses	232

AAN remains committed to fostering a strong, informed, and connected nursing community. We continue to support, educate, and celebrate nurses across the province, ensuring they are well-equipped to meet the evolving demands of the healthcare system. We look forward to building on this momentum and welcoming even more nurses to the Association in the coming year!

# MEMBERSHIP ACTIVITIES CONT'D.

## Monthly Webinars

The Alberta Association of Nurses hosts a webinar each month to support nursing professionals in their work as well as their well-being. Monthly webinars can be used to support annual learning plans and fulfill continuing competency requirements for all nursing designations.

2025 Webinars		
	Presentation	Speaker(s)
January	Palliative Care Can Happen Anywhere	Sheila Killoran & Danica Hans
February	The Alliance Against Violence & Adversity (AVA): Opportunities and Investments	Dr. Nicole Letourneau & Dr. Karah Ross
March	Leading with Grit: Achieving Success and Preserving your Sanity	Leah Wuitschik
April	Hidden Curriculum	Kathy Arseneau
May	Alberta Nurses' Perceptions and Experiences of Racism and Discrimination: Implications for Nursing Practice and Leadership	Aniela dela Cruz
June	Contraceptive Confidence for Clinical Practice: Focus on IUDs	Annaliese Hasler
September	Bill 53: The Compassionate Intervention Act	Tara White & Natalie Magnan
September	Beyond the Bubble Bath	Kelly-Dawn Aulenbach & Lauren White
October	What the Nursing Profession Can Learn from Disney: Clear Branding as a Path Forward	Kathleen Miller & Leanne Topola
November	The Human Behind the Role: A Journey of Purpose, Resilience, and Rediscovery in Nursing	Kent Soltys
December	Therapeutic Cuddling in Critically Ill Kids: The CHICKS Program of Research	Laurie Lee

# GRANT FUNDED PROGRAMS

## IEN Navigation Program

### Program Overview

The Internationally Educated Nurse (IEN) Navigator Program is a provincially funded initiative supported by Alberta Health under the Health Workforce Strategy & Policy Branch, Health Workforce Planning & Accountability Division. Originally launched as a two-year project running from April 1, 2023 to March 31, 2025, the program has now been extended through March 2027. The IEN Navigator Program supports internationally educated nurses who are planning to come to Alberta or are already in the province, providing guidance and resources to both AAN members and non-members as they navigate pathways to practice.

### Stakeholder Engagement

Throughout 2025, the IEN Navigator Program strengthened partnerships across Alberta's health, regulatory, settlement, and education sectors. These collaborations improved communication, streamlined supports, and strengthened pathways to practice for internationally educated nurses (IENs), with several partners now actively referring IENs to the program.

Key partners included the College of Registered Nurses of Alberta, College of Licensed Practical Nurses of Alberta, College of Registered Psychiatric Nurses of Alberta, the ACNO group and Health Shared Services (formerly Alberta Health Services), Covenant Health, settlement agencies, and post-secondary institutions including MacEwan University, Athabasca University, and the University of Lethbridge.

### Program Development

In 2025, the IEN Navigator Program continued to evolve in response to increasing demand and growing awareness of its services. Global events also influenced application trends, with noticeable increases in inquiries from certain countries. A key focus remained supporting IENs to understand Alberta's immigration and licensure pathways. For internationally educated nurses living outside Canada, immigration documentation remained a critical first step, as licensure alone does not permit practice in Alberta without the appropriate work authorization.

## GRANT FUNDED PROGRAMS CONT'D.

Late in fall 2025, initial planning meetings were held for the new Internationally Educated Nurses Community of Practice Group. The concept was well received, with a formal launch planned for January 2026.

### Program Implementation

The IEN Navigator Program continued to deliver personalized navigation services to both AAN members and non-members throughout 2025. Services included one-on-one support, resource navigation, immigration and licensure guidance, webinars, and education sessions for stakeholders and partners.

#### Program delivery also included:

- IEN Navigator webinars, with a total of 961 attendees
- Stakeholder education sessions, with a total of 591 attendees

### Early Outcomes & Impact

The program saw significant growth in 2025, reflecting rising demand and stronger provincial awareness.

#### Key highlights include:

- 812 new IENs contacted the AAN IEN Navigator in 2025
- 424% year-over-year increase in total navigation services

These results demonstrate the growing importance of the program in helping internationally educated nurses navigate barriers, access resources, and move more confidently toward practice in Alberta.

### Comments from Program Participants

*Thank you so much for the great information and your amazing explanation - truly, it felt like a lifesaver. You've provided exactly the guidance I needed, and I'm incredibly grateful for your support.*

— An IEN

### Looking Ahead (2026)

With continued demand and strong stakeholder support, the IEN Navigator Program is well positioned for further growth in 2026. Priorities for the coming year include expanding outreach, strengthening referral pathways, and officially launching the IEN Community of Practice Group. With the program now extended through March 2027, AAN will continue supporting internationally educated nurses across Alberta and abroad as they work toward joining the province's nursing workforce.

*As an internationally educated nurse, I am still navigating my path here in Canada. All I need is a chance to prove myself, and I promise I will bring dedication, compassion, and hard work to any role I am given.*

— An IEN

## GRANT FUNDED PROGRAMS CONT'D.

### Clinical Nurse Mentor Program

#### Program Overview

The Alberta Association of Nurses (AAN) launched the Clinical Nurse Mentorship Program in 2025 as a three-year pilot initiative designed to support novice nurses through structured mentorship. The program aims to enhance clinical confidence, strengthen professional practice, and contribute to improved nurse retention and overall workplace well-being across Alberta.

#### Stakeholder Engagement

In June 2025, AAN hosted a provincial stakeholder meeting with Continuing Care institutions to introduce the pilot project and gather expressions of interest. This collaborative approach ensured the program was informed by frontline needs and aligned with diverse care settings across the province.

#### Program Development

A core component of the program is the Mentorship Training Modules. Each participating mentor completes six online modules covering key topics such as the role of the mentor, goal setting, conflict management, therapeutic relationships, and interdisciplinary teamwork. Evaluation tools were also developed to support data collection and measure program outcomes.

#### Program Implementation

The first mentor-mentee pair began in late 2025, with two pairs fully trained and actively mentoring within Continuing Care facilities by year-end. These early partnerships marked an important milestone in bringing the program into practice.

#### Early Outcomes & Impact

Participants reported increased confidence in clinical decision-making, improved communication skills, and stronger peer connections. The mentorship structure also contributed to higher nurse engagement and supported smoother transitions for novice nurses entering the workforce.

# GRANT FUNDED PROGRAMS CONT'D.

## Clinical Nurse Mentor Program cont'd.

### Looking Ahead (2026)

The program will continue to expand in 2026 with the addition of new mentor-mentee pairs, including implementation within Home Care settings, further strengthening support for nurses across the continuum of care.

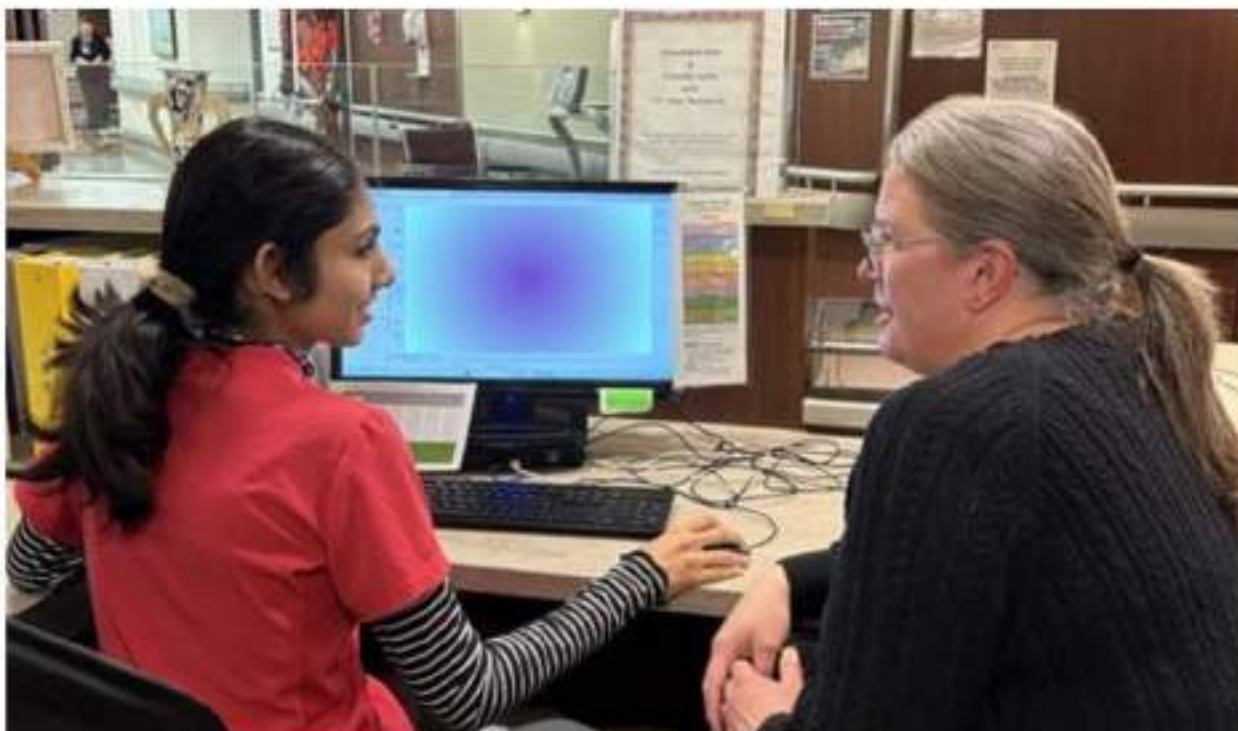
### Comments from Program Participants

*"The program provided hands-on guidance that helped me build confidence with everyday clinical tasks and feel more assured in my role. Having a dedicated mentor has created space for me to ask questions in real time and apply learning immediately, without fear or pressure."*

— A mentee

*"I see a wonderful improvement in (her) confidence, time management and wound care knowledge; She is happy and smiles more and talks more to staff and the residents"*

— A mentor



## CONCLUSION

On behalf of the AAN Board of Directors and staff, we extend our sincere gratitude for your continued support and unwavering commitment to the nursing profession in Alberta. The progress achieved over the past year reflects the collective efforts of our members, leadership, and team, all working toward a shared vision of a stronger, more connected profession.

We are proud to stand alongside nurses across the province whose dedication, expertise, and advocacy continue to shape the future of healthcare. Through your engagement, leadership, and willingness to contribute your voice, AAN remains a growing and influential force—advancing the profession, supporting nurses at every stage of their careers, and championing the health of Albertans.

As we look ahead, we remain committed to building on this momentum. Together, we will continue to strengthen connections, expand opportunities, and ensure that the voice of nursing is not only heard, but recognized as essential in shaping a resilient and responsive healthcare system.

Thank you for being an integral part of this work.

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ALBERTA ASSOCIATION OF NURSES

# AUDITED FINANCIAL STATEMENTS

**Alberta Association of Nurses  
Financial Statements Year  
Ended December 31, 2025**

Alberta Association of Nurses  
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Year Ended December 31, 2025

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## Independent Auditor's Report

To the Members of Alberta Association of Nurses

### Qualified Opinion

We have audited the financial statements of Alberta Association of Nurses (the Association), which comprise the statement of financial position as at December 31, 2025, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2025, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### Basis for Qualified Opinion

The Association derives revenue from membership fees of which the completeness is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Association. Therefore, we were not able to determine whether any adjustments might be necessary to the membership fee revenue, excess (deficiency) of revenues over expenditures, and cash flows from operations for the year ended December 31, 2025, current assets and net assets as at December 31, 2025. Our audit opinion on the financial statements for the year ended December 31, 2024 was modified accordingly because of the possible effects of this limitation of scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

(continues)

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Mowbray Gil LLP*

Edmonton, Alberta  
April 12, 2026

CHARTERED PROFESSIONAL ACCOUNTANTS

Alberta Association of Nurses  
Statement of Financial Position  
December 31, 2025

	2025	2024
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 284,489	\$ 304,515
Short term investments (Note 3)	781,519	569,792
Accounts receivable	31,661	12,024
Prepaid expenses	46,400	8,723
	1,144,069	895,054
<b>Equipment (Note 4)</b>	2,683	5,963
<b>Intangible asset (Note 5)</b>	16,321	24,841
	\$ 1,163,073	\$ 925,858
<b>Liabilities and net assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 6)	\$ 29,451	\$ 39,174
Deferred revenue (Note 7)	627,754	481,497
	657,205	520,671
<b>Deferred contributions for intangible assets (Note 8)</b>	9,501	13,572
	666,706	534,243
<b>Net assets</b>		
Unrestricted fund	246,367	141,615
Restricted fund (Note 9)	250,000	250,000
	496,367	391,615
	\$ 1,163,073	\$ 925,858

ON BEHALF OF THE BOARD

\_\_\_\_\_ Director

\_\_\_\_\_ Director

Alberta Association of Nurses  
Statement of Revenues and Expenditures  
Year Ended December 31, 2025

	2025	2024
<b>Revenues</b>		
Membership fees	\$ 581,120	\$ 521,574
Conference fees and sponsorships	157,257	160,816
TPIC home and auto insurance program	112,295	40,000
Job board fees and newsletter advertising	39,670	25,586
Ted James Scholarship income	35,794	-
Interest income	32,183	34,312
Deferred contributions for intangible assets (Note 8)	4,071	4,071
Unrealized loss on short term investments	(878)	(3,826)
	<u>961,512</u>	<u>782,533</u>
<b>Expenditures</b>		
Salaries and benefits	496,467	556,618
Professional fees	109,730	58,613
Conference costs	103,895	141,342
Information technology consulting	92,872	95,125
Office	61,175	22,601
Ted James Scholarship expense	34,512	-
Advertising and promotion	30,943	6,291
Interest, credit card and bank charges	16,204	18,022
Systems and licenses	15,933	13,600
Governance costs	11,819	19,301
Other member expenses	6,411	4,705
Amortization of equipment	3,279	6,894
Amortization of intangible asset	8,520	8,520
	<u>991,760</u>	<u>951,632</u>
<b>Deficiency of revenues over expenditures from operations</b>	<u>(30,248)</u>	<u>(169,099)</u>
<b>Grant income (expenses)</b>		
Clinical Mentor Program grant income	241,978	-
Clinical Mentor Program grant expense	(146,978)	-
Internationally Educated Nurses (IEN) grant income	190,085	180,674
IEN expenses	(150,085)	(140,674)
	<u>135,000</u>	<u>40,000</u>
<b>Excess (deficiency) of revenues over expenditures for the year</b>	<b>\$ 104,752</b>	<b>\$ (129,099)</b>

**Alberta Association of Nurses  
Statement of Changes in Net Assets  
Year Ended December 31, 2025**

	Unrestricted Fund	Restricted Fund	<b>2025</b>	2024
<b>Net assets - beginning of year</b>	\$ 141,615	\$ 250,000	<b>\$ 391,615</b>	\$ 520,714
Excess (deficiency) of revenues over expenditures for the year	104,752	-	<b>104,752</b>	(129,099)
<b>Net assets - end of year</b>	<b>\$ 246,367</b>	<b>\$ 250,000</b>	<b>\$ 496,367</b>	<b>\$ 391,615</b>

**Alberta Association of Nurses**  
**Statement of Cash Flows**  
**Year Ended December 31, 2025**

	2025	2024
<b>Operating activities</b>		
Excess (deficiency) of revenues over expenditures for the year	\$ 104,752	\$ (129,099)
Items not affecting cash:		
Amortization of equipment	3,279	6,894
Amortization of intangible asset	8,520	8,520
Amortization of deferred contributions for intangible asset	(4,071)	(4,071)
Unrealized loss on investments	878	3,826
	<u>113,358</u>	<u>(113,930)</u>
Changes in non-cash working capital:		
Accounts receivable	(19,637)	(12,024)
Prepaid expenses	(37,677)	(1,307)
Accounts payable and accrued liabilities	(9,723)	(4,385)
Deferred revenue	146,257	(118,816)
	<u>79,220</u>	<u>(136,532)</u>
	<u>192,578</u>	<u>(250,462)</u>
<b>Investing activities</b>		
Purchase of equipment	-	(645)
Purchase of short term investments	(364,141)	(31,203)
Redemption of short term investments	151,537	300,000
	<u>(212,604)</u>	<u>268,152</u>
<b>Increase (decrease) in cash flow</b>	<b>(20,026)</b>	<b>17,690</b>
<b>Cash - beginning of year</b>	<b>304,515</b>	<b>286,825</b>
<b>Cash - end of year</b>	<b>\$ 284,489</b>	<b>\$ 304,515</b>

**1. Purpose of the Association**

Alberta Association of Nurses (the Association) was incorporated as a not-for-profit organization under the Societies Act of the Province of Alberta on September 7, 2021. As a not-for-profit organization under the Income Tax Act, the Association is not subject to income taxes. The Association operates to provide all nurses one unified voice promoting quality health service delivery in the best interest of all Albertans, now and into the future.

**2. Summary of significant accounting policies**

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations. The precise determination of many assets and liabilities is dependent on future events. As a result, the preparation of financial statements for a period involves the use of estimates and approximations which have been made using careful judgment. The significant estimates include the allowance for doubtful accounts, and the useful lives of equipment and intangible assets. Actual results could differ from those estimates and approximations. The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized as follows:

**Equipment**

Equipment is stated at cost less accumulated amortization and is amortized over its estimated useful life at the following rates and methods:

Computer equipment	55% declining balance method
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The Association regularly reviews its equipment to eliminate obsolete items.

**Intangible asset**

The intangible asset represents the cost of developing a website. This asset is carried at cost and amortized on a five year straight line basis. The remaining carrying value is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable.

**Impairment of long lived assets**

The Association tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its fair value.

*(continues)*

**2. Summary of significant accounting policies (continued)**

**Fund accounting**

The Association follows the deferral method of accounting for contributions.

The Unrestricted Fund accounts for the Association's program delivery and administrative activities. The fund reports unrestricted resources and restricted operating grants.

The Restricted Fund represents internally restricted funds set aside for business continuity purposes and contingencies relating to operating expenses.

**Revenue recognition**

The Association follows the deferral method of accounting.

Membership fees and other revenues related to general operations are recognized as revenue of the Unrestricted Fund in the year in which the related expenses are incurred.

Restricted contributions including grant and scholarship revenues, and conference fees and sponsorships are recognized as revenue in the year in which the related expenses are incurred; any unspent amounts are deferred.

Interest income earned on the short term and long term investments is recognized as revenue of the Unrestricted Fund when earned.

**Contributed services**

The operations of the Association depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated services cannot be reasonably determined and are therefore not reflected in these financial statements.

**Financial instruments**

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

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of revenues and expenditures. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of revenues and expenditures.

**Alberta Association of Nurses**  
**Notes to Financial Statements**  
**Year Ended December 31, 2025**

**3. Short term investments**

Short term investments consists of high interest savings accounts, a cashable guaranteed investment certificate (GIC), and a mutual fund investment portfolio. The GIC bears interest at 3.00% per annum and matures in December 2026. The interest is payable at maturity. A portion of this GIC is restricted as disclosed in Note 7. The investment portfolio is held for the purpose of the Restricted Fund as disclosed in Note 9.

**4. Equipment**

	Cost	Accumulated amortization	<b>2025 Net book value</b>	2024 Net book value
Computer equipment	\$ 24,364	\$ 21,681	<b>\$ 2,683</b>	\$ 5,963

**5. Intangible asset**

	Cost	Accumulated amortization	<b>2025 Net book value</b>	2024 Net book value
Website	\$ 42,600	\$ 26,279	<b>\$ 16,321</b>	\$ 24,841

**6. Accounts payable and accrued liabilities**

	<b>2025</b>	2024
Trade payables	<b>\$ 29,190</b>	\$ 21,509
Salaries and benefits payable	<b>7,278</b>	4,883
Government remittances payable (receivable)	<b>(7,017)</b>	12,782
	<b>\$ 29,451</b>	\$ 39,174

**Alberta Association of Nurses**  
**Notes to Financial Statements**  
**Year Ended December 31, 2025**

**7. Deferred revenue**

	Opening	Funds received	Funds used	Closing
Clinical Scholar Program	\$ -	\$ 650,000	\$ (241,978)	\$ <b>408,022</b>
Membership	243,542	538,140	(581,120)	<b>200,562</b>
IEN grant income	206,255	-	(190,085)	<b>16,170</b>
Conference fees and sponsorships	30,100	130,157	(157,257)	<b>3,000</b>
Newsletter advertising	1,600	150,365	(151,965)	-
	<b>\$ 481,497</b>	<b>\$ 1,468,662</b>	<b>\$ (1,322,405)</b>	<b>\$ 627,754</b>

Internationally Educated Nurses (IEN) grant income is restricted to IEN related expenses. The excess funds that have been deferred are required to be kept in a separate bank account or interest earning short term investment. The \$16,170 remaining in deferred revenue as at December 31, 2025 is held in a separate bank account.

Clinical Scholar Program grant excess funds have been deferred in a separate bank account or interest earning short term investment. Of the \$408,022 remaining in deferred revenue as at December 31, 2025, \$108,022 is held in a separate bank account and the remaining \$300,000 is included in the short term investment balance.

**8. Deferred contributions for intangible asset**

Deferred contributions for intangible asset represents amounts received from contributors to be used in the upgrading of the Association's website. The contributions are amortized to revenue over the life of the website. The change in deferred contributions balance for the year is as follows:

	2025	2024
Balance, beginning of the year	\$ <b>13,572</b>	\$ 17,643
Less: amount amortized to revenue	<b>(4,071)</b>	(4,071)
Balance, end of the year	<b>\$ 9,501</b>	\$ 13,572

**9. Restricted fund balance**

The Association has \$250,000 of funds for business continuity purposes and contingencies relating to operating expenses. This has been invested in a mutual fund investment portfolio and cannot be spent without the approval of the Board of Directors as disclosed in *Note 3*.

**10. Contractual obligations**

The Association's total obligation, under an agreement for information technology services, consulting and project management, is as follows:

2026		\$	121,906
2027			121,906
2028			47,302
2029			10,000
2030			10,000
Thereafter			30,000
			341,114
		\$	341,114

**11. Financial instruments**

Financial instruments are defined as contractual rights to receive or deliver cash or another financial asset. The Association's financial instruments consist of recorded amounts of cash, short term investments, accounts receivable and accounts payable and accrued liabilities.

The Association is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Association's risk exposure and concentration as of December 31, 2025.

**Credit risk**

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Association is exposed to credit risk from its contributors. The Association is exposed to credit risk to the extent that amounts owing from three contributors comprises 98% (2024 - 96%) of accounts receivable at year end.

**Liquidity risk**

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly in respect of its receipt of funds from its members and other related sources, in order to repay its accounts payable and accrued liabilities.

**Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The Association is exposed to interest rate risk and other price risk.

**Interest rate risk**

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Association manages exposure through its normal operating and financing activities. The Association is exposed to interest rate risk primarily through its fixed rate short term investments.

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**11. Financial instruments (continued)**

**Other price risk**

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

**12. Comparative figures**

Some of the comparative figures have been reclassified to conform to the current year's presentation. The reclassification of certain balances has no impact on net assets.