2025 Annual Report

MAHRC

MANITOBA ALLIANCE OF HEALTH REGULATORY COLLEGES

Prepared by
Sophia Ali

Land Acknowledgement

The Manitoba Alliance of Health Regulatory Colleges acknowledges that Manitoba is located on the Treaty Territories and ancestral lands of the Anishinaabe, Ininiw, Dakota, Dene, and Nehetho Nations.

We also acknowledge that this land is the National Homeland of the Red River Métis. We acknowledge that Winnipeg's water is sourced from Shoal Lake 40 First Nation.

We respect the Spirit and Intent of Treaties and remain committed to working in partnership with First Nations, Inuit, and Red River Métis people in the spirit of truth, reconciliation and collaboration.

Message from the President & Executive Director

Dear Members, Partners, and Stakeholders,

This past year has marked a period of steady progress and intentional focus for the Manitoba Alliance of Health Regulatory Colleges (MAHRC). We have continued to build a strong foundation while positioning the organization for the next phase of its evolution.

Over the past year, we have focused on enhancing how we connect, support, and deliver value to our members. A key area of effort has been the development of a comprehensive communications project, including a rebranding initiative that will be launched in 2026. This work reflects our commitment to clarity, accessibility, and a stronger collective identity as we engage with our members and public.

We also introduced monthly newsletters as a new way to keep our community informed and connected. These have created a consistent space to share updates, highlight emerging issues, and promote learning opportunities across the regulatory landscape.

Strengthening our organizational foundation has remained a priority. This year, we undertook a review and revision of our bylaws to ensure they remain responsive, relevant, and aligned with best practices in governance. We were also pleased to be approved for HEB benefits as an organization-an important step in supporting the sustainability and well-being of our team. This is also beneficial for succession planning and the growth of the Alliance.

In alignment with our commitment to governance excellence, we developed and delivered orientation sessions for board and council members. These sessions are designed to build shared understanding, strengthen leadership capacity, and support effective governance across our member organizations.
Professional development continues to be a cornerstone of our work. This year, we offered a range of educational sessions on timely and important topics, including Truth and Reconciliation, governance, conflict management, and the evolving role of artificial intelligence in regulation. These offerings reflect our commitment to equipping members with the knowledge and tools needed to navigate an increasingly complex environment.

Looking ahead to 2026, we are energized by what lies ahead. The launch of our new brand and the implementation of our communications strategy will mark an important step forward in how we engage and support our members. We will also be placing a renewed focus on member value, both by enhancing our offerings and by actively assessing how we can best meet the evolving needs of our members. This work will inform the early stages of our next strategic plan, ensuring it is grounded in the voices and priorities of our members.

As always, we extend our sincere appreciation to our members, Board, staff, and partners. Your ongoing commitment and collaboration are what make this work meaningful and impactful.
With appreciation and optimism for the year ahead,
Sincerely,

Deborah Handziuk
President

Sophia Ali
Executive Director

About Manitoba Alliance of Health Regulatory Colleges (MAHRC)

The Manitoba Alliance of Health Regulatory Colleges (MAHRC) is a member-based network and board that has been newly incorporated.

MAHRC is a group of 21 health regulatory colleges with the mandate “to regulate our respective professions in the public interest.” MAHRC and its member colleges will work together to enhance public protection, advance healthcare regulation, and provide direction, expertise, and leadership on health and related public policy. Manitoba's health regulators have been working together since the 1990s. Initially, this was in response to the introduction of new legislation or regulatory reform initiatives that would impact all regulated health professions. The proclamation of The Regulated Health Profession Act in 2010 created a common regulatory structure and framework for all regulated health professions in Manitoba and provided opportunities for collective conversations, coordinated responses and greater collaboration amongst Manitoba's health regulators.



Vision And Mission

Vision

Vision
To be the collective voice of Manitoba's health regulators enabling stakeholder awareness, understanding, and confidence in the value that health professional regulators bring to the health care system.

Mission
To support Manitoba's health regulators.

RHPA

The following Health Professions (Colleges) are currently regulated under the RHPA:

- The College of Audiologists and Speech Language Pathologists (CASLPM) – Jan. 1, 2014
- The College of Paramedics of Manitoba (CPMB) – June 1, 2018 (came into force on December 1, 2020)
- The College of Registered Nurses of Manitoba (CRNM) – May 31, 2018
- College of Physicians and Surgeons of Manitoba (CPSM) – January 1, 2019
- The College of Registered Psychiatric Nurses of Manitoba (CRPNM) – June 1, 2022

Currently, the following colleges are in the process of transitioning to the RHPA:

- The College of Physiotherapists of Manitoba (CPM)
- College of Licensed Practical Nurses of Manitoba (CLPNM)
- The College of Medical Laboratory Technologists of Manitoba (CMLTM)
- Psychologists Association of Manitoba (PAM)

Our Strategic Plan

Values

- We value different perspectives.
- We value trust, respect, and inclusivity.
- We value collaboration.

Goals

1. Create member value

- Health profession regulators want to be members of MAHRC.
- MAHRC members have strong collegial relationships.
- MAHRC members have access to shared information and resources.
- Individual and collective strength of members are leveraged.

2. Influence Policy Decisions

- Strategic relationships with stakeholders are developed.
- Stakeholders engage with and value the involvement of MAHRC.
- MAHRC is seen as a trusted partner by key stakeholders.
- Stakeholders are aware of the purpose and value of health profession regulation.

3. Ensure efficient operations

- Communication is consistent, clear, and concise.
- Compliance with governance and operational policies and procedures.
- Clear governance and operational policies and procedures are established.

Committee Reports

Equity, Diversity and Inclusiveness Interest Group

This year, the EDI Working Group focused on building awareness and strengthening capacity across Alliance members. We were pleased to welcome Centre for Cultural Diversity and Inclusion to present to our members, supporting ongoing learning and dialogue on equity and inclusion in our sector.

The Working Group also offered a complimentary workshop for Alliance members, The Subtle Harm: Understanding and Addressing Workplace Microaggressions, delivered by Grace O'Farrell. The session explored how subtle, often unintentional behaviours can impact individuals and workplace culture, and provided practical strategies to address microaggressions at both individual and organizational levels. Approximately 35 participants attended, reflecting strong engagement with this important topic.

In addition, the Working Group began developing practical EDI tools to support colleges in strengthening their approaches across governance, policy, and operations. This work will continue to evolve as we support members in advancing equity and inclusion within their organizations.



Committee Reports

Building Cultural Safety Group

The Building Cultural Safety Group continues to play a meaningful role in advancing cultural safety and supporting truth and reconciliation within the Manitoba Alliance of Health Regulatory Colleges (MAHRC).

Over the past year, the group has remained committed to deepening understanding, reflection, and action. Following the development of MAHRC's land acknowledgment in collaboration with Indigenous partners, the group has continued to revisit and reflect on this statement to ensure it remains a living commitment-one that is thoughtful, relevant, and grounded in ongoing learning.

The group also created space for shared learning by coming together to hear about individual college initiatives related to reconciliation plans. These discussions highlighted the diverse approaches being taken across colleges, while also identifying common themes, challenges, and opportunities for collective growth and alignment.

In September 2025, MAHRC hosted an educational session titled Truth and Reconciliation Calls to Action in Inter-Professional Practice. Facilitated by Melanie MacKinnon, a respected Indigenous nurse leader and Executive Director of the Indigenous Institute of Health and Healing (Ongomiizwin) at the University of Manitoba, the session offered participants a practical framework for engaging with the Truth and Reconciliation Commission's Calls to Action.

Through a Four Pathway approach-focusing on patient experiences, provider responsibilities, policy enablers, and program design-participants were invited to consider how reconciliation can be meaningfully integrated into clinical and organizational practice. The session created space for reflection, dialogue, and shared responsibility across professions.

The group continues to recognize that fostering cultural safety is an ongoing journey. Its work remains grounded in humility, relationship-building, and a commitment to supporting members as they translate learning into practice in ways that are responsive to the communities they serve.

Committee Reports

Governance

The Governance Committee continues to build on the strong foundation established in its first few years. This year the committee focused its efforts on revising the bylaws.

The Committee is responsible for drafting policies and related documents, which are then presented to the MAHRC Board for review and approval.

This work supports the development of a clear and cohesive governance structure that aligns with the Alliance's strategic priorities and ongoing growth.

In 2025, the following policies were approved:

Policy: Code of Conduct, Conflict of Interest and Confidentiality
Policy: Whistleblower
Policy: Accessibility
Policy: Communications
Policy: Board Evaluation
Policy: Performance Review for ED
Policy: In Camera
Policy: Asset Protection
Policy: Document Storage, Retention and Destruction

Thank you to Jennifer Billeck for was the chair of this committee. We are grateful for her leadership and contribution.

Michelle Martin-Strong is the new Chair of the committee.

Invitation from Healthcare Excellence Canada

On January 8 and 9, 2025, over 30 policy makers met to discuss incident management in Toronto, Ontario on behalf of Healthcare Excellence Canada. MAHRC was also invited. The goal of this Policy Lab was to identify high level principles in policy and practice that will support a desired future state of Incident Management within healthcare systems across Canada.

The objectives of the Policy Lab were:
1. Convene a table of different perspectives and experiences to identify key principles, actions, and considerations for a reimagined approach to Incident Management in Canada.
2.Understand current approaches to Incident Management in Canada and internationally.
3. Explore drivers and barriers (opportunities and challenges) for Incident Management policy and practice development, management, and implementation.
4. Determine other key partners that can be engaged as HEC seeks to update guidelines and a framework for Incident Management.
5. Identify solutions in policy and practice related to achieving and maintaining an ideal state of Incident Management in Canada.
6. Inform the reimagining of HEC's Incident Management Framework and set of guidelines.



Meet Our Board Members



DEBORAH HANDZIUK

PRESIDENT

Deborah Handziuk is the President of the Manitoba Alliance of Health Regulatory Colleges. She is also the Executive Director/Registrar of the Manitoba Association of Registered Respiratory Therapists.



JENNIFER BILLECK

VICE PRESIDENT

Jennifer Billeck is the Vice President of the Manitoba Alliance of Haelth Rgulatory Collges and is the Executive Director/Registrar with College of Physiotherapists of Manitoba.



MICHELLE MARTIN- STRONG

TREASURER

Michelle Martin-Strong is the incoming Treasurer and is the Executive Director/Registrar with College of Occupational Therapists of Manitoba.

Meet Our Board Members



KYLE FRASER
BOARD MEMBER

Kyle Fraser is a board member and is the Executive Director/Registrar with College of Dental Hygienists of Manitoba.



SHEILA BELLIDO
BOARD MEMBER

Sheila Bellido is a board member and is the CEO/Registrar with the Manitoba Association of Optometrists.



JENNIFER BRETON
BOARD MEMBER

Jennifer Breton is a board member and is the CEO/Registrar with the College of Licensed Practical Nurses of Manitoba.

Meet Our Board Members



ADAM CHROBAK
BOARD MEMBER

Adam Chrobak is a Board Member of the Manitoba Alliance of Health Regulatory Colleges. Adam is also the CEO/Registrar for the College of Medical Technologists of Manitoba.
Outgoing: April 2025



DEB ELIAS
BOARD MEMBER

Deb Elias is a Board Member with the Manitoba Alliance of Health Regulatory Colleges and the ED/Registrar with the College of Registered Nurses.
Outgoing: June 2025



TRICIA VANDENAKKER
BOARD MEMBER

Tricia VanDenakker is a Board Member with the Manitoba Alliance of Health Regulatory Colleges and was the Interim ED/Registrar with the College of Medical Technologists of Manitoba.
Outgoing: June 2025



VALERIE OLIVIER
BOARD MEMBER

Valerie Olivier a Board Member with the Manitoba Alliance of Health Regulatory Colleges and was the Interim ED/Registrar with the College of Dental Hygienists of Manitoba.
Outgoing: May 2025

Our Members

College of Audiologists and Speech-Language Pathologists of Manitoba
Manitoba Chiropractors Association
College of Paramedics of Manitoba
College of Dental Hygienists of Manitoba
Manitoba Dental Association
Denturist Association of Manitoba
College of Licensed Practical Nurses of Manitoba
College of Medical Laboratory Technologists of Manitoba
College of Midwives of Manitoba
Manitoba Naturopathic Association
College of Occupational Therapists of Manitoba
Opticians of Manitoba
Manitoba Association of Optometrists
College of Pharmacists of Manitoba
College of Physiotherapists of Manitoba
College of Podiatrists of Manitoba
Psychological Association of Manitoba
College of Dietitians of Manitoba
College of Registered Nurses of Manitoba
College of Registered Psychiatric Nurses of Manitoba
Manitoba Association of Registered Respiratory Therapists

Key Achievements

MAHRC recognizes and celebrates the following key achievements in 2025:

- Strengthened Governance Foundations Through the Development of a Comprehensive Board/Council Orientation Program
- Advanced Organizational Communications Planning and Strategic Positioning
- Delivered Education and Capacity Building on Conflict Management for Board and Council Members
- Continued to Provide Educational Sessions and Knowledge-Sharing Opportunities to Colleges and Staff
- Strengthened Collaborative Relationships Through Educational Partnerships with the HRPO
- Applied for HEB Manitoba Benefits to Support Organizational Sustainability and Staff Well-Being
- Initiated a Comprehensive Review of Organizational By-Laws
- Explored the Development of a Public Safety-Focused Initiative
- Revisited Organizational Branding to Support Future Growth and Visibility
- Drafted Foundational Organizational Policies to Strengthen Operational Governance
- Developed a Strategic Plan Focused on Enhancing Member Value for 2026

MAHRC would like to thank
its members, government stakeholders and community partners for all the support over the past year.

Financial Statements

Manitoba Alliance of Health Regulatory Colleges
Statement of Financial Position
As at December 31, 2025

	2025	2024 (Restated) (Note 3)
Assets		
Current		
Cash	**151,944**	136,704
Accounts receivable	**-**	375
Investments *(Note 4)*	**30,947**	30,381
Prepaid expenses	**420**	416
	183,311	167,876
Liabilities		
Current		
Accounts payable and accruals	**47,873**	43,191
Deferred contributions *(Note 5)*	**24,000**	24,000
	71,873	67,191
Net Assets		
Unrestricted	**111,438**	100,685
	183,311	167,876

Financial Statements

Manitoba Alliance of Health Regulatory Colleges
Statement of Operations and Changes in Net Assets
For the year ended December 31, 2025

	2025	2024 (Restated) (Note 3)
Revenue		
Membership fees	**175,000**	175,000
Training fees	**7,790**	11,020
Interest	**566**	1,617
	183,356	187,637
Expenses		
Advertising	**-**	71
Bank charges and interest	**347**	170
Consulting	**-**	36,750
Insurance	**996**	1,032
Office supplies	**2,405**	3,256
Other	**9,234**	-
Professional development	**2,389**	2,332
Professional fees	**14,419**	19,074
Salaries and benefits	**109,705**	109,790
Subcontracts	**17,892**	4,600
Subscriptions	**2,859**	2,564
Training and education	**10,040**	22,362
Travel	**700**	2,141
Utilities	**1,617**	1,396
	172,603	205,538
Excess (deficiency) of revenue over expenses	**10,753**	(17,901)
Net assets, beginning of year, as previously stated	**109,831**	118,586
Correction of an error *(Note 3)*	**(9,146)**	-
Net assets, beginning of year , as restated	**100,685**	118,586
Net assets, end of year	**111,438**	100,685

Financial Statements

Manitoba Alliance of Health Regulatory Colleges
Statement of Cash Flows
For the year ended December 31, 2025

	2025	2024 (Restated) (Note 3)
Cash provided by (used for) the following activities		
Operating		
Excess (deficiency) of revenue over expenses	**10,753**	(17,901)
Changes in working capital accounts		
Accounts receivable	**375**	(375)
Prepaid expenses	**(4)**	33
Accounts payable and accruals	**4,682**	19,082
	15,806	839
Investing		
Purchase of investments, net	**(566)**	(1,381)
Increase (decrease) in cash resources	**15,240**	(542)
Cash resources, beginning of year	**136,704**	137,246
Cash resources, end of year	**151,944**	136,704

Contact Us

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