

Annual Report 2025



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2021-2027 Strategic Plan

Strategic plan has been extended from 2026 to 2027 by the Board of Directors.

Vision

The New Brunswick Association of Dietitians delivers regulatory excellence to contribute to the health of the people of New Brunswick.

Mission

The New Brunswick Association of Dietitians' mission is to regulate the dietetic practice for the protection of the people of New Brunswick.

Values

The following values guide decision-making:

Value 1: Collaboration

Value 2: Evidence-based

Value 3: Protection of public

Value 4: Ethical and professional

Value 5: Leadership

Value 6: Transparency and accountability

Value 7: Proactive, efficient and resourceful

Value 8: Inclusive and diverse

Goal 1 – New Act and regulations approved by the Government of New Brunswick

1. Draft Act and regulations (English versions) to the Board for approval (May 31, 2026).
2. Present and discuss draft Act and regulations to key stakeholders, complete French translation, and consult with members (June 30, 2026).
3. Provide draft Act and regulations to Government of New Brunswick for approval (March 31, 2026).

Goal 2 – Part 1: Effective Education

1. Develop and deliver Private Practice Guidelines and provide member education (September 30, 2022).
2. Obtain Board approval for Social Media Position Statement and provide member education (June 30, 2022).
3. Develop Sales, Marketing, and Endorsement Position Statement, obtain Board approval and provide member education (September 30, 2026).
4. Revise and implement updated Quality Assurance Program (June 30, 2023).
5. Provide educational opportunity for members regarding the impact of culture, diversity, and inclusivity on the profession (October 31, 2025).

Goal 2 – Part 2: Engaged Membership

1. Increase attendance at Annual General Meetings (AGM) by 5% each year (June 30, 2022-2024).
2. Incorporate educational session into AGM (June 30, 2022).
3. Hold "in-person" AGM (June 30, 2026).
4. Prepare and obtain Board decision on social media projects to be undertaken for the association (June 30, 2022).
5. Increase newsletters frequency to 3 times per year with relevant and engaging content (June 30, 2026).

Goal 3 – Improve Governance

1. Create and fund a succession plan for Executive Director/Registrar by adding a second staff member (June 30, 2022).
2. Create and distribute a Macro Annual Board agenda (June 30, 2022).
3. Conduct a governance review concerning the separation of operations and strategic roles and making recommendations or Board approval (June 30, 2022).
4. Create and distribute a Board Governance Manual (June 30, 2022).
5. Implement a skills-based nomination process for the Board, using a skill matrix (June 30, 2026).

Board of Directors Report

Dear NBAD members,

It is my pleasure to present this year's Board of Directors Annual Report as the current President.

The Board actively worked to maintain the function of NBAD while progressing in the goals outlined in our Strategic Plan throughout 2025-2026. Some examples of this work include:

- Our new Code of Ethics was approved and released in September 2025. It can be found on the NBAD website.
- A consulting firm was contracted to ensure operational stability during the leave of absence of our Registrar and Executive Director. We are incredibly grateful for the contributions of Donna Mallet who served as Interim Registrar from October to December 2025, and Lynn Gaudet who became Interim Registrar in January 2026 and added the role of Strategic Advisor to her responsibilities in April. Mylene Brideau, Administrative Assistant, has provided consistency across the changes in leadership, which has been invaluable.
- The work of the Legislation Committee has also been supported by numerous volunteer hours and augmented by input from a consulting service. We now have a road map for the next steps in government relations and stakeholder engagement for the new Act and Regulations. We are excited to connect with members and external stakeholders in 2026-2027 as we share information about the new Act.



Members who are engaged in volunteer capacities on committees and in special projects related to the new Act are essential to the advancement of the profession. Thank you for your contributions, your work is shaping the future of dietetics in New Brunswick.

This is an exciting time for our profession, and I encourage all members to consider volunteering with a committee or on the Board. It provides an opportunity to contribute your unique perspective and expertise to the governance of our profession, which has both an immediate and far-reaching impact. I look forward to continuing to work together with the Board in the coming year in the regulation of dietetic practice.

Sincerely,

A handwritten signature in black ink that reads "Esther Adsett RD".

Esther Adsett, RD
President, NBAD Board of Directors (2025-2027)

Interim Registrar Report

I am privileged to present the Interim Registrar Report for the 2025–2026 year.

From April to October 2025, Nicole Arsenault Bishop served as Registrar and Executive Director, while Monique Ouellet served as Administrative Assistant from April to July 2025. When the admin announced her departure at the end of July, the search for a new administrative assistant began, and Mylene Brideau joined the team in September. Welcome, Mylene, to your first NBAD Annual General Meeting. We are very fortunate to have you as part of our team.



When the Registrar and Executive Director went on a leave of absence, Donna Mallet assumed the role of Interim Registrar from October to December 2025. I would like to take this opportunity to thank both Donna and Mylene for the excellent work they did in maintaining the critical functions of the Association and continuing to support our members, with assistance from the Board's Executive Team and committee chairs.

As Registrar and Executive Director, Nicole's work was largely driven by strategic and organizational priorities. Significant time and effort were dedicated to supporting the completion and implementation of the new Code of Ethics, released in September 2025, the CCP audit, the training the new administrative assistant, and the continuing work with the Legislation Committee to update the Act and Regulations, among many other responsibilities.

In January 2026, I was hired as Interim Registrar to support Mylene with the new registrations and the 2026–2027 renewal process, as this was her first renewal cycle with the Association. On April 1, 2026, I assumed the role of Interim Registrar and Strategic Advisor. Since then, there has been a significant learning curve, but I have been fortunate to manage the Association's functions with the support of many dedicated individuals, including our administrative assistant (Mylene); the Board's Executive Team (Esther, Stéphanie, and Jasmine); and our committee chairs (Esther Archibald, Donna Mallet and Lucie Bijeau Boudreau). Your guidance and support have been sincerely appreciated.

Over the coming months, NBAD will be embarking on a journey of positive change for the profession. Our priorities will include continuing the work to finalize our legislation draft and strengthening engagement with key stakeholders, including you our important members. We are also committed to increasing engagement with our membership while continuing to build a stronger foundation and greater advocacy for our profession.

Lastly, the continued support and commitment of our members and volunteers remain essential to the strength and success of the Association, and for that we are deeply grateful.

Sincerely,

A handwritten signature in black ink, reading "Lynn Gaudet".

Lynn Gaudet, BSc, R.D.
Interim Registrar and Strategic Advisor

Association Volunteers 2025-2026

Board of Directors

President: Esther Adsett, R.D.

President-Elect: Stéphanie Couturier, R.D.

Past President: Christine Roherty, R.D.

Member at Large: Johanna McLeod, R.D.

Member at Large: Geneviève Daigle, R.D.

Treasurer: Jasmine Leask, R.D.

Secretary: Ian Wiseman, R.D.

Lay Representative: Emily Gaunce

Executive Director and Registrar: Nicole Arsenault Bishop, R.D. (April 1, 2025-October 16, 2025),

Interim Registrar: Donna Mallet, R.D. (October-December 31, 2025),

Interim Registrar and Strategic Advisor: Lynn Gaudet, R.D. (January 1, 2026-March 31, 2026)

Alliance of Canadian Dietetic Regulatory Bodies' Representative: Nicole Arsenault Bishop, R.D. (April 1-October 16, 2025)

Quality Assurance Committee

Chair: Lucie Bijeau-Boudreau, R.D.

Committee Members:

Lise Arseneault, R.D.

Nicole Breau-Martin, R.D.

Melanie Langille-Lewis, R.D.

Pascale Saucier, R.D. (joined March 31, 2026)

Staff: Nicole Arsenault Bishop, R.D. and Lynn Gaudet, R.D. (Interim Registrar)

Discipline Committee

Chair: Martha MacLean, R.D.

Committee Members:

Nadine Lewis, R.D.

Stéphanie Edwards, Lay Representative

Staff: Nicole Arsenault Bishop, R.D. and Lynn Gaudet, R.D. (Interim Registrar)

Registration Committee

Chair: Donna Mallet, R.D.

Committee Members:

Natalia Baker, R.D.

Julie Atkinson, R.D.

Jenna Whitlock, R.D.

Kerri Robichaud R.D. (joined September, 2025)

Staff: Nicole Arsenault Bishop, R.D. and Lynn Gaudet, R.D. (Interim Registrar)

Ad-Hoc Legislation Committee

Chair: Esther Archibald, R.D.

Committee Members:

Michelle Corcoran, R.D.

Christine Roherty, R.D.

Esther Adsett, R.D.

Jessica McMackin, R.D.

Jill Thibodeau, R.D.

Stéphanie Couturier, R.D.

Staff: Nicole Arsenault Bishop, R.D. and Lynn Gaudet, R.D. (Interim Registrar)

Committee Reports

Quality Assurance Committee Report

Committee Mandate

The Quality Assurance (QA) Committee advises, conducts and evaluates NBAD programming to support and ensure dietitians engage in continuing professional development throughout their careers.

Number of meetings via videoconference: 6

Chair: Lucie Bibeau Boudreau

Committee Members: Nicole Breau-Martin, Lise Arseneault, Melanie Lewis-Langille Lynn Gaudet, Pascale Saucier

Staff: Lynn Gaudet interim for Nicole Arsenault Bishop (Registrar)

Action Items Completed

- Audit 2025-2026 completed in May 2026.
- Policy Continuing Competence Program Audit 8.1.1 was updated.
- Alinity/CCP workbook and tools were updated.
- Recruited one new member on the committee.

Action Items in Progress or Pending

- Audit 205-2026 (May 2026)
- Obtain approval for the Audit module in Alinity.
- Recruitment for new committee members

Overall Assessment

The Quality Assurance Committee is looking to gain access to the Alinity audit module to enhance quality assurance processes and wishes to pursue recruitment for the committee.

Submitted by: Lucie Bibeau-Boudreau, QA Committee Chair

Registration Committee Report

Committee Mandate

The Registration Committee develops and maintains policies and procedures, evaluates programs for the credentialing of all applicants to NBAD and advises the Registrar and Board of Directors on such matters.

Number of meetings via videoconference: 8

Action Items Completed

- Revision of Policy 6.2.6 (Temporary Membership Following Exam Results) has been completed.
- A draft orientation package for new members was developed. The Registrar can now tailor it as needed when onboarding new committee members.
- Ongoing review of monthly reports submitted by temporary members with restrictions.

Action Items in Progress or Pending

- Policy 6.1.5 (Upgrading for Applicants Who Have Not Maintained Current Practice for More Than Three Years).
- Revision of Policy 2.2.3 (Terms of Reference – Registration Committee).
- Revision of Policy 6.1.1 (Criteria for Membership – Canadian-Trained Applicants).
- Revisit Policy 6.2.6 (Temporary Membership Following Exam Results) to clarify certain points.

Overall Assessment

The committee is making steady progress in reviewing policies and procedures; however, Nicole's absence has slowed the process somewhat, as she brings valuable knowledge and experience that the committee does not fully share. We have also observed that when applying revised policies in practice, certain areas would benefit from further clarification or more precise definition, which explain why we want to revisit certain policies.

Submitted by: Donna Mallet, Registration Committee Chair

Discipline Committee Report

Committee Mandate

The Discipline Committee administers disciplinary procedures as set out in the Act and Regulations, as well as investigating complaints of professional misconduct, incompetence, or professional secrecy.

Number of meetings via videoconference: 0

Action Items Completed

- As there were no meetings of this committee during this reporting period, there are no action items completed.

Action Items in Progress or Pending

- Stephanie Leduc indicated that she is on maternity leave and will need to be replaced as the Lay Representative. Martha MacLean has retired from NBAD, and a new Chair will be appointed by the Board.

Overall Assessment

No complaints were received this year, and no other discipline reviews were required.

Submitted by: Martha MacLean, Discipline Committee Chair

Ad Hoc Legislative Committee Report

Committee Mandate

The New Brunswick Association Legislative Committee mandate is to revise the current Dietitians Act and to update it to reflect the current and future scope of practice of dietitians.

Number of meetings via videoconference: 4

Action Items Completed

- Draft Act – requires some modifications to reflect current practice.
- Regulations – are being finalized.
- Position papers & Business cases to support draft Act and regulations are being drafted. The position papers will be used during stakeholder review to provide further context to new items in the Act.
- Workplan is updated at each Committee meeting

Action Items in Progress or Pending

- Stakeholder Review framework is being developed
- A review of resources, both monetary and labour to determine if current timelines are achievable

Overall Assessment

Resource issues have impacted progress to date. Work to have a clear picture of the work to be completed and required resources will help determine if current timelines are realistic.

Submitted by: Esther Archibald, Ad Hoc Legislation Committee Chair

Member Registry Report

Registry Statistics

	As of March 31, 2026
Active Members	366
Temporary Members	1
Temporary Member with Restrictions	1
Retired Members	4
Honorary Members	3
Dietetic Intern Members	9
TOTAL	384

During the year from April 1 to March 31

Courtesy Members	0
Resignations	34
Suspensions: Suspension of non-renewal	7 (resigned now, forgot to resign)
Extensions of Temporary Membership with Restrictions	1
Moved to NB to practice	5
Moved from NB to practice in another jurisdiction	3

Financial Report

The New Brunswick Association of Dietitians Financial Statements for the period ending March 31, 2026 and the Review Engagement Report were prepared by Bringloe Feeney, Chartered Professional Accountants.

New Brunswick Association of Dietitians

Financial Statements
March 31, 2026

New Brunswick Association of Dietitians

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Independent Practitioner's Review Engagement Report

To: The members of New Brunswick Association of Dietitians

We have reviewed the accompanying financial statements of New Brunswick Association of Dietitians that comprise the statement of financial position as at March 31, 2026, and the statements of operations and changes in members' equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of New Brunswick Association of Dietitians as at March 31, 2026, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Fredericton, New Brunswick
June 2, 2026


Chartered Professional Accountants

New Brunswick Association of Dietitians

Statement of Financial Position
As at March 31, 2026

	2026	2025
ASSET		
Current		
Cash and short-term investments	\$ 391,784	\$ 372,627
LIABILITIES		
Current		
Accounts payable and accrued liabilities (note 3)	\$ 14,672	\$ 9,603
Deferred membership revenue	187,420	181,258
	202,092	190,861
MEMBERS' EQUITY		
Unrestricted	189,692	181,766
	<u>\$ 391,784</u>	<u>\$ 372,627</u>

Approved

Director Esther Adsett

New Brunswick Association of Dietitians

Statement of Operations and Changes in Members' Equity
Year ended March 31, 2026

	2026 Budget	2026 Actual	2025 Actual
Revenues			
Memberships	\$ 201,058	\$ 197,589	\$ 195,890
Examination fees	8,400	7,300	4,200
Investment income	2,000	4,808	1,496
Application and assessment fees	2,000	2,225	3,250
Miscellaneous income	600	525	1,367
	<u>214,058</u>	<u>212,447</u>	<u>206,203</u>
Expenditures			
Wages and benefits	139,447	107,193	123,079
Office	9,700	23,717	11,485
Consulting fees	-	22,239	1,725
Information Technology	12,400	12,586	12,044
Professional fees	15,200	10,511	15,511
Examination costs	8,400	10,337	5,483
Board	13,900	9,965	9,633
Registrar	3,200	5,587	1,338
Alliance fees	2,400	2,386	2,358
Legislation committee	9,000	-	-
	<u>213,647</u>	<u>204,521</u>	<u>182,656</u>
Excess of revenues over expenditures	411	7,926	23,547
Surplus, opening	<u>-</u>	<u>181,766</u>	<u>158,219</u>
Surplus, closing	<u>\$ -</u>	<u>\$ 189,692</u>	<u>\$ 181,766</u>

New Brunswick Association of Dietitians

Statement of Cash Flows
Year ended March 31, 2026

	2026	2025
Operating activities		
Cash received from memberships	\$ 203,751	\$ 192,173
Cash received from other activities	14,858	10,313
Cash paid to suppliers and employees	<u>(199,452)</u>	<u>(193,995)</u>
Change in cash position	19,157	8,491
Cash and short-term investments, opening	<u>372,627</u>	<u>364,136</u>
Cash and short-term investments, closing	<u>\$ 391,784</u>	<u>\$ 372,627</u>
Cash and short-term investments consist of:		
Cash and short-term investments	<u>\$ 391,784</u>	<u>\$ 372,627</u>

New Brunswick Association of Dietitians

Notes to Financial Statements

March 31, 2026

1. Nature of operations

New Brunswick Association of Dietitians is registered under the New Brunswick Companies Act and is exempt from income tax under section 149(1)(l). The Association's principal role is to regulate Registered Dietitians in the Province of New Brunswick.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies are detailed as follows:

(a) Cash and cash equivalents

Cash and cash equivalents are defined as cash and short-term investments held with a financial institution.

(b) Revenue recognition

Revenue from membership and examination fees is recognized in the period to which it relates. Any fees paid in advance for the next fiscal year are deferred and recognized in the subsequent period.

Investment income is recorded over the passage of time.

Miscellaneous income is recognized as revenue when received or receivable when the amount can be reasonably estimated and collection is reasonably assured.

(c) Financial instruments

The Association initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions. The Association subsequently measures its financial assets and financial liabilities at amortized cost, except for securities quoted in an active market, which are subsequently measured at fair value.

Financial assets measured at amortized cost include cash and short-term investments. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

New Brunswick Association of Dietitians

Notes to Financial Statements

March 31, 2026

3. Accounts payable and accrued liabilities

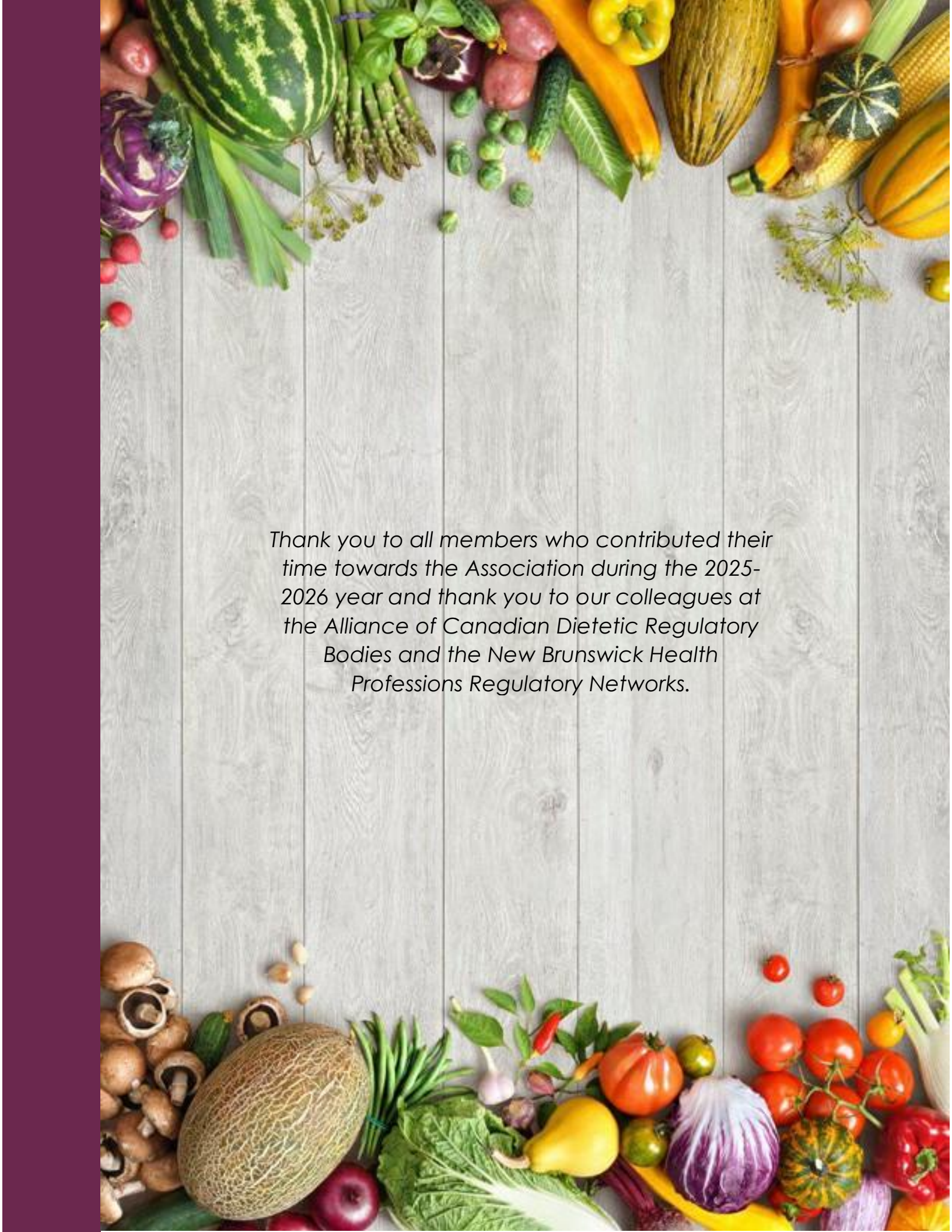
	<u>2026</u>	<u>2025</u>
Trade payables	\$ 9,694	\$ 2,153
Accrued liabilities	4,000	4,000
Government remittances	<u>978</u>	<u>3,450</u>
	<u>\$ 14,672</u>	<u>\$ 9,603</u>

4. Financial instruments

Management does not believe the association is exposed to significant financial instrument risks.

5. Comparative figures

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year.



*Thank you to all members who contributed their
time towards the Association during the 2025-
2026 year and thank you to our colleagues at
the Alliance of Canadian Dietetic Regulatory
Bodies and the New Brunswick Health
Professions Regulatory Networks.*