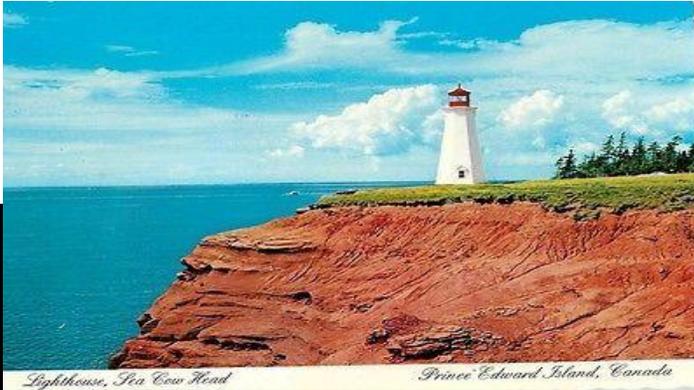


2016-19



PEINU:

Safeguarding Nurses.
A Welcoming Harbour.

pei nurses[♥]
Prince Edward Island Nurses' Union

Prince Edward Island
Nurses' Union

Message from the President

When we formulated the last strategic plan the landscape was rocky. The Collaborative Model of Care was reducing Registered Nurse (RN) positions, unregulated workers were being added to acute care settings for the first time and in much larger numbers to long term care sites, and Licensed Practical Nurses (LPNs) were being forced to work to their full scope, taking on medication administration, a task once reserved for RNs. Today there has been some settling. The Collaborative Model of Care has been fully implemented for better and/or worse. Former deputy minister of Health and Wellness, Dr. Michael Mayne is the CEO Health PEI. Marion Dowling, RN has been named as Chief of Nursing, Allied Health and Patient Experience. The optics at least suggests that government is entwined with health care delivery and is open to change.

Our profession is in a transition phase and it is difficult to give a clear picture of where we are heading. As nurses, we continue to bear the brunt of excessive workload and ever-changing environments. We have renewed hope that Marion Dowling, will offer PEINU a voice at her table. Time will tell if initial overtures are authentic and deserving of our trust. We have weathered multiple "re-organizations." Yet despite this uncertainty, you continue to provide the quality of care your patients, clients, and residents deserve.

The strategic directions outlined in this plan are accompanied by goals and time frames and are based on our core values. We consider these directions to be vitally important to all our members' well-being, to the quality of their work lives, and to a sustainable, quality health care system.

We are staying the course with our three, core strategic directions with modifications to reflect our current climate. These are:

1. Unite and engage RNs as advocates for healthy and safe work lives.
2. Actively support RNs who are affected by the current challenges of workload, skill mix, role visibility, violence and lobby the government for change.
3. Build greater awareness amongst membership, the government and the public of the distinct value of RNs.

As your Board gathered to prepare this strategic plan, each of us was asked to "share our story" of how we became involved in our great union. For some of us it was an opportunity for personal growth - to develop confidence and find our voice. For others it was a chance to be mentored and then to mentor. For many becoming involved meant a ticket to a bigger context; a ticket to a journey of discovery; to discover new information; to travel beyond our local, beyond our island, beyond our country to discover that nurses everywhere are united by common challenges. We could no longer stand on the sidelines. That was my story. I wanted to speak out for RNs and Nurse Practitioners (NPs) in all sectors. I wanted that firsthand engagement with Government and the public to remind them relentlessly of your priceless contributions. I served as your Secretary-Treasurer for eight years. Then I took a break. But I could not stay away. And I was honoured in 2010 to become your President.

Former American President Barack Obama once said, "Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek." Please join PEINU in our journey of change.

Mona O'Shea, RN
President

Introduction

The Prince Edward Island Nurses' Union represents approximately 1,200 RNs and NPs working in acute care, long term care, community care, mental health and addictions. Since 1974, PEINU has negotiated, administered and improved the Collective Agreement for the benefit of nurses and Prince Edward Island's health care system.

The Prince Edward Island Nurses' Union is about Nurses taking care of Nurses.

Vision

PEINU promotes and protects the well-being of its members in their workplaces and their right to deliver high quality public health services with honour, respect and dignity.

Mission

PEINU promotes and advances its members' well-being.

Objectives

The objectives of the Prince Edward Island Nurses' Union shall be the advancement of the social, economic and general welfare of its members including particularly the following:

- Regulating employment relations between nurses and their employers through collective bargaining and negotiation of written contracts with employers implementing progressively better conditions of employment.
- Promoting the highest standards of health care.
- Influencing legislation which will safeguard the rights of nurses and promote the principle of free collective bargaining.
- Encouraging cooperation with other related fields and organizations.
- Encouraging the education of its members in such a manner as may be deemed advisable to achieve these objectives.
- Establishing, from time to time, assurance and benefit funds for the benefit of all members.

PEINU Values:

Professionalism and Leadership

We believe we have a responsibility to consistently demonstrate professionalism and leadership in all our work.

Accountability

We believe we are ultimately accountable to our membership through transparency of all of our processes and outcomes.

Confidence

We believe that our consistent demonstration of respect, honour and integrity is essential in building the confidence of our members and of our stakeholders.

Solidarity

We believe in the power of solidarity as a means of advancing the well-being of our members.

Fairness and Democracy

We believe that fairness and democracy must guide policy making and advocacy activities.

Communication and Education

We believe education and open communication is vital to our union's growth, development and success.

Collaboration and Partnerships

We believe strong collaborative partnerships enhance our ability to promote and protect quality public health services.

Autonomy

We believe our autonomy as a union enables us to be effective advocates for our members.

Compassion and Caring

We believe we have a responsibility to foster a caring and compassionate environment for all interactions with our members.

Our Current Environment

We should rightly be proud of our profession. We enjoy a respect that is the envy of most other occupations. The respect for nurses by the public is exceptional. Surveys show that 96% of Canadians have great respect for nurses; the figures in Britain and the United States are correspondingly 93% and 92%. For most of us our work is so much more than a job; it is a calling. Sadly however, our profession - around the world - is facing challenge like never before. Heavy workloads. Time constraints. Encroachment of our scope of work. Lack of safety for our patients and ourselves. Lack of respect - beyond the bedside - at management tables. Lack of political power. The bad memories linger of more than a half-dozen re-organizations in the healthcare system on PEI. We could not be faulted for losing faith.

Violence in the workplace is a global concern. In the United States, 80% of nurses do not feel safe in their workplace, 82% of Emergency Department nurses were physically assaulted at work in one year, 25% of psychiatric nurses have experienced disabling injuries from patient assaults and between 35 - 80% of hospital staff report they have been physically assaulted at least once during their careers. In Canada, the Ministry of Labour for Ontario announced in 2015 that workplace violence in the health care sector was costing the health care system about \$23.8 million CDN annually for hospitals alone. Violence claims make up 10% of the lost-time injuries in Ontario hospitals. Violence increases when your workplace experiences; management apathy, lack of education, a poor nurse to patient ratio, an imbalanced skill mix, and staff shortages.

The Collaborative Model of Care incorporated unregulated health care workers such as Resident Care Workers and Patient Care Workers (RCWs and PCWs) and increased the utilization of LPNs. The special skill and knowledge of RNs are under-leveraged within direct care teams. We know this has compromised high quality health care and has added to an already heavy workload.

The PEINU Board is filled with hope and determination. We have negotiated the best wage and benefits package of any nursing union in Canada. The Collaborative Model of Care has been fully implemented for better or worse and the hemorrhaging of RN positions has not only stopped, jobs are being added. Marion Dowling, the new Chief of Nursing, Allied Health and Patient Experience met with the PEINU Board to review the Health PEI Nursing Strategy which sent an important signal that dialogue - perhaps real change - is possible.

PEINU is the smallest nurses' union in the country. Because we are small, we have the

Safeguarding Nurses; A Welcoming Harbour

opportunity to communicate directly with every RN in the province. Yet it is this very strength in size that can conversely be our weakness. Because our province is small - our members may be reluctant to "rock the boat," therefore engaging the membership around important causes can be challenging.

We know our members want us to take action. For PEINU to be successful, the active engagement of our members is vitally important. We must nurture front-line RNs, Worksite Representatives and Local Presidents to assume leadership roles, within their work units, their Locals, provincial level and even in their local communities.

The work of PEINU is more than collective bargaining; it is leading social change for all. This is the context in which we invite you to participate. We know you remain committed to excellence in patient care, even though you are overworked. We ask that you broaden that caring and commitment in support of safe healthy workplaces for you and your colleagues. Lets work together; *We are the union!*

Strategic Direction 1: Unite and engage RNs as advocates for safe and healthy work lives.

As the union advocating on behalf of members, it is our role to develop leadership. We must work together to learn, collaborate and act to further our common goals. To achieve this we want to ignite our power through building the relationships between us, sharing our stories, and strategically moving forward.

Goal 1.1: Build the capacity and profile of the Local Presidents and Worksite Representatives to better engage front-line membership.		
Actions	By When	Lead Responsibility
Develop and deliver a “train the trainer” session for Local Presidents to deliver to worksite reps including: <ul style="list-style-type: none"> a. Sharing our stories of engagement (the benefits, value of Union, common challenges). b. The role of the Provincial union. c. The role of the local presidents d. The role of the Worksite Representative e. Skills building (e.g. difficult conversations, communicate with members, social media). 	Q1, 2017	Provincial Office with support of Local Presidents in organizing and promoting.
Profile Local Presidents across our communication platforms, especially Facebook.	Commence Q1, 2017	Communication
Goal 1.2: Build opportunity to engage membership in the Work of the Union.		
Local Presidents commit to bringing one new observer a year to a Board meeting and encourage members to attend PEINU Annual General Meeting.	2017, 2018, 2019	Local Presidents

Strategic Direction 2: Actively support RNs who are affected by the current challenges of workload, skill mix, role visibility and workplace violence and lobby the employer and government for improvements.

PEINU and its members welcome health system change when evidence based studies indicate there are opportunities to improve patient care and population health outcomes. However, our members must be supported in the current environment where workload has become the #1 issue. Violence in the workplace is a growing problem throughout the health care system. The employer personnel are not keeping pace with recruitment and succession planning. Vacancies go unfilled. Employers are using casuals as temps to fill holes in the schedules.

Goal 2.1: Ensure mechanisms are in place to gather and relay information from RNs and for RNs regarding challenges in the health system.		
Actions	By When	Lead Responsibility
a. Gather evidence through local presidents, local meetings and questionnaires to identify what is work and what is not.	Q 1, 2, 2017	Local Presidents, Provincial Office
b. Identify workload issues (to be addressed in next round of CB)	Q 4, 2017	
c. Examine new contract language around ratios elsewhere in Canada. (Currently it is too difficult to verify local data).	Q 4, 2017	Provincial Office
Goal 2.2: Change perceptions around wages and benefits including the loss of RN positions.		
Utilize a "Did you Know" column that compares our wages and benefits to other unions.	Q 4, 2016	Provincial Office
Goal 2.3: Gather the stories, the evidence of violence in the workplace in support of government lobbying.		
Deliver a survey on violence in the workplace in hopes of gathering further evidence. (These stories can be subsequently used in media and communication initiatives).	Q 2, 2017	Provincial Office

Safeguarding Nurses; A Welcoming Harbour

Strategic Direction 3: Build greater awareness amongst membership, the employer, government and the public of the distinct value of Registered Nurses.

However the lines continue to blur between the role of the RN and other health care professionals. PEINU supports each role within its scope. There is growing recognition of the value of the RN when it comes to complexity of care. Anecdotal feedback suggests patients and their families, even physicians appreciate knowing who is coordinating and delivering care and providing them with information. This strategic direction is aimed at promoting the visible pride RNs have in their profession, their distinctive role and the role of PEINU as distinct from the Association of Registered Nurses of Prince Edward Island (ARNPEI).

Goal 3.1: Sustain and build momentum around our White and Black campaign to carve out the identity of RNs as distinct from other professions.		
Actions	By When	Lead Responsibility
Develop an education campaign around role visibility. Sustain momentum of our "Wear White Campaign" by sharing stories of the positive impact that these uniforms have upon the ability of patients and public to clearly recognize the RN.	Q 1, 2, 2017	Provincial Office
Goal 3.2: Promote the visibility of membership and the Board as active in local communities.		
Submit photos and videos to the Provincial Office and alert the Board to opportunities for the Board to volunteer in local communities. Encourage membership by celebrating their achievements.	Q 4, 2016 and continuing	Local Presidents
Goal 3.3: Promote PEINU as a leader in health care.		
Make media buys to promote our issues (e.g. National Pharmacare and Violence).	Ongoing	Provincial Office
Goal 3.4: Work to better differentiate PEINU from ARNPEI.		
Develop a "Who ya Gonna Call" question and answer on the PEINU website or Facebook page - including an organizational chart - that clarifies whether to contact PEINU or ARNPEI regarding matters such as vacation denial, Professional Practice issues and license renewal fees.	Q 4, 2016 and ongoing	Provincial Office

Charting Our Progress

The fundamental purpose of this strategic plan is to improve our collective ability to shape our future. We cannot be passive bystanders as the health system experiences fundamental changes.

As a Board, we have affirmed that one of our most important Board roles and responsibilities is to set the strategic direction for PEINU and then to monitor and report on our progress. We have also affirmed that the directions, goals and actions are the right ones for us to pursue.

As we are guided by our strategy, we will ensure our progress is carefully tracked and thoroughly discussed at each of our Board meetings. This will help ensure we stay on track and make mid-course corrections as the environment around us changes. We expect to be held accountable for the results we achieve through our strategic plan. To that end, we will provide periodic progress reports to our members and seek feedback.