



**ACHIEVING
OUR FULL
POTENTIAL**

**WORKING TOGETHER
TO POSITIVELY IMPACT
OUR PROFESSION**

PEI NURSES' UNION
STRATEGIC PLAN 2021-2024

pei nurses[♥]

FINAL DRAFT

APRIL 2021



PEI NURSES' UNION STRATEGIC PLAN 2021-2024

VISION

The recognized, credible, and respected voice of our members

MISSION

We Advance the Well-Being of Our Members through
ADVOCACY, LEADERSHIP, AND EMPOWERMENT

GUIDING PRINCIPLES

- Member-Driven** We provide leadership through the collaborative efforts of our members
- Member-Focused** We value the diverse interests of our members
- Allied** We work together towards a common vision and embrace our diversity
- Resilient** We adapt to change and welcome new ways of doing things
- Professional** We act with integrity and are accountable for our actions

GOALS AND STRATEGIES

ENGAGE AND INFORM OUR MEMBERS

1. Educate members of PEINU's role and benefits to membership
2. Engage members to gather feedback to develop PEINU priorities
3. Create and update database of contact information of the membership
4. Inform members of PEINU priorities and activities
5. Ensure greater consistency of representation and communications across the Locals

BE A RECOGNIZED VOICE

1. Engage members in addressing issues, recognizing we are stronger together
2. Promote the value of RNs and NPs
3. Build and grow the relationship with the employer
4. Proactively pursue and participate at provincial, regional and national tables
5. Implement an effective marketing and communications plan

BUILD A STRONGER FOUNDATION

1. Effectively negotiate the collective agreement on behalf of our members
2. Ensure information about the collective agreement can be easily accessed
3. Build our capacity to manage, track, and follow-through on grievances

EMPOWER OUR MEMBERS WITH KNOWLEDGE AND SKILLS

1. Increase educational opportunities
2. Support and provide advice to members to help address concerns
3. Provide opportunities for training to the membership through regional and national events

BUILD A HIGH-PERFORMING CULTURE

1. Build a strong team-oriented culture
2. Strengthen board governance
3. Effectively design the organizational structure
4. Gather information and available research to guide decision-making

FINAL DRAFT

ACHIEVING OUR FULL POTENTIAL

pei nurses

MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

Stephanie to provide details

Barbara Brookins
President
PEI Nurses' Union

Stephanie Gallant
Executive Director
PEI Nurses' Union

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A STRONG FOUNDATION AND OPTIMISM FOR THE FUTURE

Since 1974, the Prince Edward Island Nurses' Union (PEINU) has established strong history of representing Registered Nurses (RNs) and Nurse Practitioners (NPs) working in the PEI public healthcare system. Today, the Union proudly represents more than 1,250 members employed by Health PEI. PEINU also represents our membership as a Member of the PEI Federation of Labour through our affiliation with the Canadian Labour Congress (CLC) and as a Member Organization of the Canadian Federation of Nurses Unions (CFNU), where our President is an Officer of the National Executive Board.

To further strengthen the foundation of the Union and our ability to meet the needs of our membership in years to come, the Board of Directors and Executive Director sought to develop a forward-looking strategic plan that would become our roadmap for the next three years. MRSB Consulting Services (MRSB) has helped to facilitate the planning process and engage multiple stakeholders in the development of the plan. While we received valuable feedback from our members, the Board and Executive Director are hopeful that we will increase the level of engagement of members over the course of the next three years.

The Board of Directors and Executive Director recognize an even greater opportunity and need to collaborate with members to ensure that the Union provides an even stronger voice for our membership; a voice that is recognized, credible and respected.

Our 2021-2024 (June 2021 to May 2024) Strategic Plan will be guided by the principles of being:

- **member-driven**; we provide leadership through the collaborative efforts of our members;
- **member-focused**; we value the diverse interests of our members;
- **allied**; we work together towards a common vision and embrace our diversity;
- **resilient**; we adapt to change and welcome new ways of doing things; and
- **professional**; we act with integrity and are accountable for our actions.

The Executive, Board of Directors, and Executive Director are excited about our role in advancing our members' well-being through **Advocacy, Leadership, and Empowerment**. As we seek to continue to strengthen and lead in this role, we will continue to improve our internal alignment, readiness, and capacity, explore new and innovative practices and foster greater engagement of the membership.

Working together, we—the membership of PEINU—will achieve our goals over the next three years and advance the social, economic, and overall well-being of our members.

OUR STRATEGIC DIRECTION

VISION

The recognized, credible, and respected voice of our members

MISSION

**We advance the well-being of our members through
ADVOCACY, LEADERSHIP, AND EMPOWERMENT**

We carry out our mission through:

- **ADVOCACY** by staying aware of healthcare changes and trends and collectively addressing member issues
- **LEADERSHIP** in our professional labour relations and collective bargaining practices
- **EMPOWERMENT** by providing support, advice, and educational opportunities

GUIDING PRINCIPLES

Five principles guide the activities and actions of the PEINU Board of Directors, staff, and members:



MEMBER-DRIVEN

we collaborate to bring leadership on behalf of our profession



MEMBER-FOCUSED

we make decisions on behalf of the diverse interests of our members



ALLIED

we work together towards a common vision and embrace our diversity



RESILIENT

we adapt to change and welcome new ways of doing things



PROFESSIONAL

we act with integrity, are accountable for our actions, and are transparent



GOAL 1:

ENGAGE AND INFORM OUR MEMBERS

ANTICIPATED OUTCOMES

- Engaged members
- Members informed about PEINU priorities and activities

STRATEGIES AND ACTIONS

1. Educate members of PEINU's role and benefits to membership

- Launch Union 101 program for PEINU
- Develop and communicate a mapping process that identifies contact points based on the type of information requested

2. Engage members to gather feedback to develop PEINU priorities

- Develop and implement a member-driven outreach plan that includes creative approaches based on the current environment (e.g., virtual meetings and office hours) and diverse audiences
- Identify ways to engage members from across the province and through Locals that have wide geographic coverage
- Revisit the best approaches to optimize attendance at meetings, educational opportunities, and events that bring the greatest value to members; learn from and adapt best practices from other jurisdictions (e.g., podcasts)

3. Create and update a database of contact information of the membership

- Establish a database management system including a process for continual updates
- Identify how to effectively share contact information by the Provincial Office and respective Locals

4. Inform members of PEINU priorities and activities

- Use the feedback received from members to define priorities
- Implement an effective communication plan that clearly outlines the role of the Provincial Office and ensures consistency in communications from one Local to another

5. Ensure greater consistency of representation and communications across the Locals

- Develop processes and tools to support Local Presidents in delivering consistent communications to the membership
- Provide orientation, training, and coaching to Local Executive to support continuity and ensure more consistent approaches throughout the Union, regardless of the Local



GOAL 2: BE A RECOGNIZED VOICE

ANTICIPATED OUTCOMES

- Engaged members
- Proactive initiatives and leadership that promote the profession
- Strengthened government relations
- Proactive initiatives and leadership that promote the profession
- Contributions to provincial and national discussions
- Strong brand recognition

STRATEGIES AND ACTIONS

- 1. Engage members in addressing issues, recognizing we are stronger together**
 - Gain member buy-in and involvement in advocacy efforts to have the greatest impact
- 2. Promote the value of RNs and NPs**
 - Launch a campaign that highlights the importance and valued role of both RNs and NPs
- 3. Build and grow the relationship with the employer**
 - Establish periodic meetings to discuss and share priorities outside of negotiations and other measures
- 4. Proactively pursue and participate at provincial, regional and national tables**
 - Address top advocacy issues on behalf of our members
 - Work with other provincial unions and health professionals to advance shared priorities (e.g., no violence, work to scope)
 - Stay connected with stakeholder groups that can influence and positively impact PEINU efforts
 - Stay abreast of advocacy priorities across the country
- 5. Implement an effective marketing and communications plan**
 - Strengthen the brand recognition and consistent use
 - Redevelop the website and social media presence

House
icon to
be added

GOAL 3: **BUILD A STRONGER FOUNDATION**

ANTICIPATED OUTCOMES

- Successful collective agreement process
- Greater capacity for labour relationships and grievance management

STRATEGIES AND ACTIONS

- 1. Effectively negotiate the collective agreement on behalf of our members**
 - Seek feedback from the membership to inform discussions
 - Ensure clarity of articles and language
 - Increase member awareness and understanding of the collective agreement process and final agreement
- 2. Ensure information about the collective agreement can be easily accessed**
 - Provide interactive ways to access information (e.g., website, social media)
- 3. Build our capacity to manage, track, and follow-through on grievances**
 - Develop a grievance management system that includes process alerts for areas of significance
 - Ensure adherence to the grievance procedure



GOAL 4: EMPOWER OUR MEMBERS WITH KNOWLEDGE AND SKILLS

ANTICIPATED OUTCOMES

- Educational opportunities
- Member participation

STRATEGIES AND ACTIONS

1. Increase educational opportunities

- Develop and deliver information sessions about the Collective Agreement and the grievance process
- Provide access to skills and coaching related to labour relations, conflict resolution, interpersonal skills and so on
- Work with partners to deliver educational and training initiatives
- Promote the Education Fund to support members in accessing training and professional development

2. Support and provide advice to members to help address concerns

- Ensure clarity of advice and coaching available and how best to access these supports (e.g., interpersonal skills)
- Provide training and support to Local Presidents

3. Provide opportunities for training to the membership through regional and national events

- Successfully co-host the Canadian Federation of Nurses Unions Biennial Convention
- Promote and encourage participation in national and regional events



GOAL 5: BUILD A HIGH-PERFORMING CULTURE

ANTICIPATED OUTCOMES

- Engaged Board, staff and members
- Increased capacity
- A cohesive, strong board
- Informed decisions

STRATEGIES AND ACTIONS

1. Build a strong, team-oriented culture

- Effectively resource the organization to deliver on the mandate
- Provide clarity of roles and responsibilities, effective communications, and reporting framework
- Ensure time is allocated for the President to participate in committees and other leadership roles
- Enhance processes, tools and procedures to ensure consistency and continuity
- Provide staff training and development opportunities
- Implement succession planning
- Increase participation of members to build capacity

2. Strengthen board governance

- Clarify roles and responsibilities
- Review and streamline board structure
- Modernize the constitution and policies
- Ensure effective board meetings
- Provide governance orientation, training, and development

3. Effectively design the organizational structure

- Ensure effective local representation
- Analyze the efficiency and structure of the Union, making changes as needed to increase the strength of the representation, efficiency of operations and use of financial resources
- Incorporate best practices

4. Gather information and available research to guide decision-making

- Access information and research through other provincial unions, our national network and our committee work at the provincial and national level
- Use member feedback to inform decisions