



# Strategic Plan 2017

Nova Scotia Nurses' Union

# Strategic Direction #1

Develop and implement communications strategies that promote greater visibility, identity and participation in the NSNU, provide enhanced educational opportunities for members and locals, and heighten the respect and value of nursing in the workplace and in the eyes of the public.

## Planning Context:

This is all about communications, both internal within the Union and external within healthcare with the greater public. This Strategic Direction recognizes that good communications plans do not just happen by themselves; rather, they are the result of deliberate strategies that are designed to achieve clearly articulated goals.

## These goals are:

1. Achieving greater visibility and participation in the Union. This goal speaks to finding ways to promote the Union in the workplaces as a means of attracting greater participation by members in our Union. A good part of this has to do with 'communicating our successes' so that members see the benefits of union participation.
2. Education. This goal recognizes the great importance of educating our members at the local level in all aspects of the Union's values and objectives. The strategic objective is to develop continuing leadership and organizational capacity within the Union membership.
3. Enhancing the respect and value of nursing. This goal addresses the need to reinforce the importance of nursing within the healthcare system and to the general public. To those of us in nursing, it may seem self-evident that nursing is an important and respected profession, but we cannot 'rest on our laurels' and assume that, because we understand it, that everybody does. It is a message that needs to be constantly repeated for the benefit leaders in our healthcare system and, beyond them, to the public.



## Objective 1.1 Increase member engagement in local and provincial NSNU initiatives.

Actions	Responsibility	By When
Choose and adopt an engagement tool for use by NSNU.	Board	March 2017
Share engagement tool with members at the AGM in April 2017.	Board	April 2017
Consult with members for feedback around the engagement tool.	Board	April 2017
Educate nurses about NSNU's value and services, featuring increases in nurses' well-being which have occurred through unionism.	Executive Director	Ongoing
Encourage members to stay up to date on topics and issues via the website, Facebook, NSNU app and newsletter	President and Executive Director	Ongoing
Contact all Locals to offer education sessions at convenient times.	Executive Director	Ongoing
Survey the membership to determine levels of satisfaction and identify members' perceptions of strengths and weaknesses of NSNU. This will assist the Union leadership in planning strategy.	Executive Director	Ongoing
Continue to sponsor additional members for NSNU provincial events to engage members and promote interest in Union positions and activities on a provincial and national level.	Board and President	Ongoing
Contact Locals who don't register to attend provincial Union meetings to determine issue and attempt to facilitate attendance, if possible.	President	Ongoing
Promote to members the opportunity to attend and observe NSNU Board meetings.	President	Ongoing

## Objective 1.2 Develop leaders to take the NSNU vision into the future.

Actions	Responsibility	By When
Develop a process for staff to support members to become leaders.	President and Executive Director	March 2017
Develop succession plan for NSNU staff.	Executive Director	Ongoing
Develop and implement a leadership development action plan for NSNU.	Executive Director and Board	May 2017
Report on the status of leadership action plan on an annual basis and any risks or issues, as required.	Executive Director	Annually



## Strategic Direction #2

Strive for bargaining that will ensure that improved benefits and conditions of work will apply equally to all nurses in every healthcare sector.

### Planning Context:

Seeking 'improved benefits and conditions of work' involves every member of the Union in some way. From the thousands of members who fill out the Bargaining Survey in order to help define our bargaining objectives, from the locals, NSNU staff and BUGLMs who know and deal with the day-to-day realities in every workplace, to the members of the negotiating committees and who refine the issues and work out bargaining strategies to the Union leadership who maintain our strategic directions, all contribute to the success of our Union at the bargaining table.

Our new bargaining structure for acute care nurses is a Nursing Bargaining Council with staff and members from all four healthcare unions. This structure will pose many new challenges for NSNU but we will continue to maintain a strong and influential voice for our members throughout the negotiation process.

This Strategic Direction re-affirms the Union's longstanding position that nurses are entitled to receive essentially the same pay, benefits and conditions of work regardless of the healthcare sector in which they are working. The Union views this as a form of 'equal pay for work of equal value'. The Board, staff and elected negotiating committees for long term care and community care will continue the work to achieve parity in benefits across all sectors.

NSNU will continue to participate in developing strategic negotiation directions in alignment with CFNU.

**Objective 2.1 Continue to lobby the Department of Health and Wellness and employers to achieve improved benefits and conditions of work for all nurses in every healthcare sector.**

<b>Actions</b>	<b>Responsibility</b>	<b>By When</b>
Develop strategies designed to achieve uniform benefits and Collective Agreement language, and lobby the employers and Department of Health and Wellness accordingly.	President	Ongoing
Engage members to lobby for equality of pay benefits and working conditions.	President and Board	Ongoing

**Objective 2.2 Continue to implement public relations initiatives and other measures aimed at influencing MLAs and Government decision-makers.**

<b>Actions</b>	<b>Responsibility</b>	<b>By When</b>
Prepare a communications plan and associated budget to support public relations initiatives.	Executive Director	Ongoing

**Objective 2.3 Demand safe and healthy workplaces that offer high quality patient care.**

<b>Actions</b>	<b>Responsibility</b>	<b>By When</b>
Engage with CFNU and other stakeholders to negotiate strong contractual language around safe and healthy workplaces and quality patient care.	President and Executive Director	Ongoing
Ensure that NSNU members understand and are compliant with their rights and responsibilities under the Occupational Health & Safety Act.	President and Executive Director	Ongoing

# Strategic Direction #3

Continue to strengthen the role of the NSNU as an important stakeholder and active and respected participant in public policy deliberations about nursing, the Social Determinants of Health and the future of healthcare in Nova Scotia.

## Planning Context:

It is imperative that the NSNU be – and be seen to be – the voice of nurses in Nova Scotia in any public policy discussions about the future of our healthcare system.

At the local level, this would include encouraging the Employer to consider greater involvement of the local representatives in discussions about substantial changes in nursing roles in the workplace. Members should be encouraged to contribute their expertise to the Union's efforts to influence public policy in this time of great and rapid change.

The NSNU recognizes that the primary factors that shape the health of Canadians include medical treatments, health services and the living conditions they experience. In alignment with the CFNU Strategic Plan (2017 - 2019), the NSNU needs to continue to contribute to provincial, national and international discussions that impact these social determinants of health. <sup>1</sup>



<sup>1</sup> *Improving the health of Canadians requires we think about health and its determinants in a more sophisticated manner than has been the case to date. Social Determinants of Health: The Canadian Facts considers 14 social determinants of health:*

1. *Income and Income Distribution*
2. *Education*
3. *Unemployment and Job Security*
4. *Employment and Working Conditions*
5. *Early Childhood Development*
6. *Food Insecurity*
7. *Housing*
8. *Social Exclusion*
9. *Social Safety Network*
10. *Health Services*
11. *Aboriginal Status*
12. *Gender*
13. *Race*
14. *Disability*



**Objective 3.1 Refine and promote NSNU’s position regarding the appropriate utilization of nurses’ skills.**

<b>Actions</b>	<b>Responsibility</b>	<b>By When</b>
Seek members input about the NSNU’s position regarding the appropriate utilization of nurses’ skills.	President	Ongoing
Communicate to relevant stakeholders the current research regarding nursing skill mix.	President	Ongoing
Encourage the use of “Clinical Capacity Reports” for use in identifying skill mix issues.	President and Executive Director	Ongoing

**Objective 3.2 Advocate for enforceable, evidence-based staffing standards in long term care that allow nurses to deliver the high quality care that residents deserve.**

<b>Actions</b>	<b>Responsibility</b>	<b>By When</b>
Continue to conduct research and use data to present solid evidence to support changes to the HFSC Act.	President and Executive Director	Ongoing
Work with stakeholders to lobby Government to ensure appropriate changes to the HFSC Act.	President and Executive Director	Ongoing

**Objective 3.3 Collaborate with stakeholders while maintaining our organizational identity, integrity and professional conduct under our license.**

<b>Actions</b>	<b>Responsibility</b>	<b>By When</b>
Promote to the public the value of unions.	President and Executive Director	Ongoing
Encourage engagement of NSNU members in other unions’ displays of solidarity.	President	Ongoing

**Objective 3.4 Actively support and/or engage in initiatives that promote the health and wellness of Nova Scotians.**

<b>Actions</b>	<b>Responsibility</b>	<b>By When</b>
Work with the Federation of Labour and other stakeholders to support initiatives that would improve the health of Nova Scotians.	President and Executive Director	Ongoing

# Spectrum of Member & Stakeholder Engagement

*Increasing Level of Member Impact*

	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Member Engagement Tool</b>	To provide the members with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain member feedback on analysis, alternatives and/or decisions.	To work directly with the members through the process to ensure that member concerns and aspirations are consistently understood and considered.	To partner with the members and stakeholders in the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the Board of Directors.
<b>Promise to Members</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how member and stakeholder input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how member and stakeholder input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example Techniques</b>	<ul style="list-style-type: none"> <li>• Fact Sheets</li> <li>• Web Sites</li> </ul>	<ul style="list-style-type: none"> <li>• Focus Groups</li> <li>• Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory Committees</li> <li>• Consensus-building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Ballots</li> <li>• Delegated decision</li> </ul>



