Registered Nurses' Union
Newfoundland & Labrador

ANNUAL REPORT 2018–2019

Registered Nurses. Taking Care. Giving Care.

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LETTER FROM THE PRESIDENT

Vision. Strategy. Collaboration. Commitment.

This is what lies behind each decision and action by your union.

I am pleased to present the Registered Nurses' Union Newfoundland and Labrador (RNUNL) 2018-19 Annual Report. This publication provides insight into the ongoing work of the union, and also gauges the valued opinions of our members, volunteers and the public. The annual report helps keep us accountable, setting benchmarks and performance indicators to ensure that we continue to work for you and the registered nursing profession.

What I love about the entire annual reporting process is that it allows us to identify our strengths and weaknesses. With knowledge, we have the power to make changes to better meet your needs. It also helps us gauge your expectations. You set the bar, and we continually strive to exceed it.

In many areas this year, we did surpass our goals. Some examples include:

- We have 95% of our branch executive roles filled.
- We have increased the number of shop steward roles filled this year by 10%.
- Public satisfaction with the RNUNL is high at 94%.
- Increased popularity and use of the *myRNU* site and app.
- The rating for communications effectiveness increased to 78%.
- Labour Relations Officers are providing exceptional support to members.
- Members and the public continue to rate us highly with regards to advocacy.

This report also helps identify areas that we need to work on.

An area of concern is that we continue to trend down in our overall performance rating. While our overall rating stayed consistent at 3.8 out of 5, the percentage of members rating us as high decreased to 63%.

We are troubled by this downward trend. I feel it is reflective of the challenges you face in the workplace. Our members are struggling to provide safe care and we know this is having an impact on their satisfaction with employers and their union.

This summer, members ratified a new contract that had significant improvements, including a workplace violence forum (already in early planning stages) and a core staffing review. The staffing review is a great win for our union, but it will take time

to do it right. We are confident that this review is moving us in a better direction, but we know this does not address the workplace issues facing our members right now. In fact, 63% of members reported that the workplace has gotten worse in the last year.

While obtaining a staffing review is a great victory, we know we have to fight to ensure recommendations are implemented and to keep government accountable. Violence, 24-hour shifts, understaffing...the issues are plentiful and they are leading to burnout, frustration and fatigue. We were startled, but unfortunately not surprised, to see that 84% of members feel that understaffing has resulted in unsafe conditions for patients, while 89% believe current workload is increasing burnout and fatigue.

Of course, working conditions are not the only factor at play here. The ongoing wage freeze is also elevating our members' frustration. As your Board begins strategizing for the next round of bargaining, we have already identified salary increases as a priority.

Looking to the year ahead, I know there will be challenges but there will also be opportunities. We will continue to maximize on these opportunities and knock down any hurdles we meet along the way.

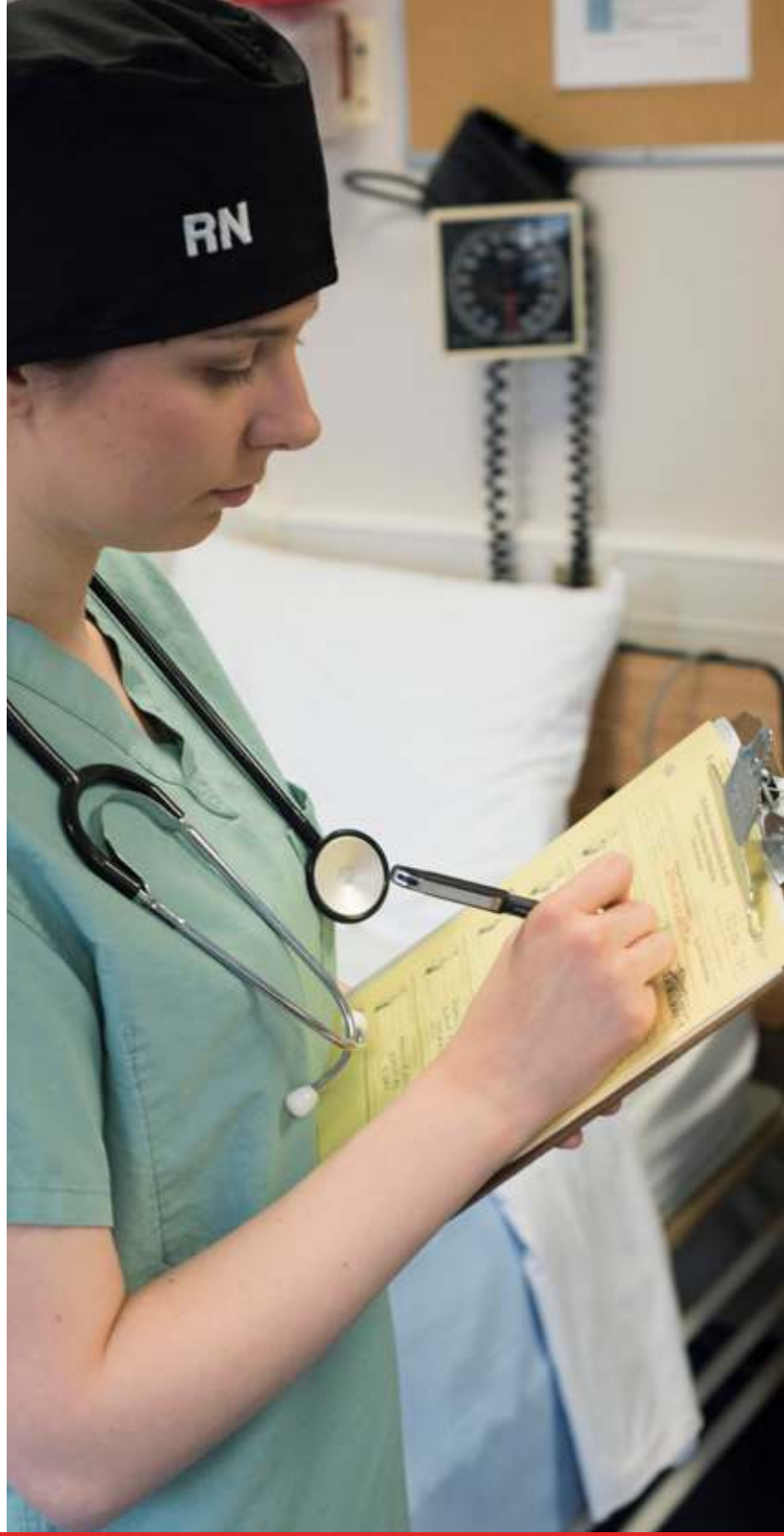
We are stronger when we stand together.

In solidarity,

Debbie Forward

Debbie Forward, RN

President, Registered Nurses' Union Newfoundland & Labrador



OUR VISION

The Registered Nurses' Union Newfoundland & Labrador (RNUNL):

Is a membership driven, proactive and democratic union, sensitive and responsive to ever changing needs in an evolving health care system.

Maintains mutual trust, respect, support and understanding while valuing diversity and creativity.

Is dedicated to providing an environment conducive to participation, learning and personal growth.

Advocates for a high quality, publicly funded health care system in partnership with the public, communities and health care professionals.

OUR OBJECTIVES

As a union, RNUNL's primary objectives are:

The advancement of the social, economic and general welfare of its members.

The promotion of the education of its members in all matters relating to their social and economic welfare.

The promotion of the highest standards of health care.

The promotion of unity within the nursing profession and other allied fields through cooperation with, and support of, other organizations sharing these objectives.

THE RNUNL BALANCED SCORECARD

The Balanced Scorecard is a tool used by organizations to effectively measure success and to ensure activities support the vision and strategy of the organization. We use the Balanced Scorecard to confirm that we are effectively meeting the needs of our members. We focus our efforts on five key areas, called Perspectives, and direct our activities and decisions toward the issues that are most important to you.

Our five Perspectives are:

CHAMPION REGISTERED NURSES' NEEDS

We exist to meet the needs of you, the registered nurse. Your opinion on how well we are achieving this is vital.

EXCEL AT SERVICE

We constantly strive to provide you with the best services in the best possible way.

ADVOCATE HEALTH CARE

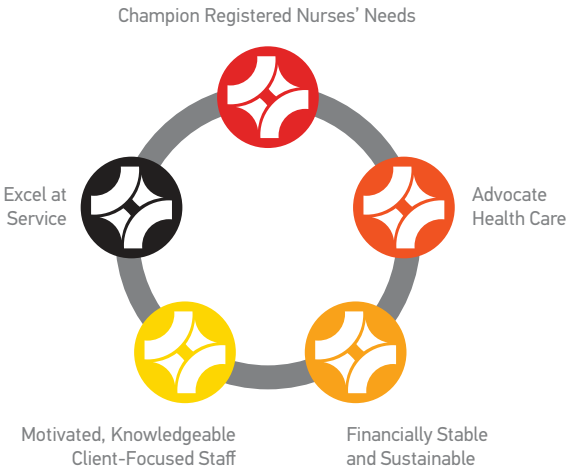
Our ability to influence critical issues in health care is part of our mission.

MOTIVATED, KNOWLEDGEABLE, CLIENT-FOCUSED STAFF

We recognize our responsibility, as an employer, to treat our staff the way we expect you to be treated in your workplace.

FINANCIALLY STABLE AND SUSTAINABLE

We must be constantly diligent in the stewardship of your dues.



To achieve our five Perspectives, we have set numerous specific and measurable targets. Each target, called a Key Performance Indicator (KPI), is directly aligned with at least one of our five Perspectives.

At the end of every fiscal year (July 31), we conduct a survey with our members, volunteers, staff and the public. Along with other data and information gathered from RNUNL staff, the survey results help determine how well we are doing on each KPI. That information is outlined each year in our annual report.

OUR VOLUNTEERS

PRESIDENT
Debbie Forward, RN
RNUNL

VICE-PRESIDENT
Yvette Coffey, RN
DR. H. BLISS MURPHY CANCER CARE CENTRE

SECRETARY, TREASURER
Tony Moores, RN
HEALTH SCIENCES CENTRE

REGION 1 (BRANCH 14, 15)
Ashley Jones, RN
CAPTAIN WILLIAM JACKMAN MEMORIAL HOSPITAL

REGION 2 (BRANCH 13, 18, 26, 50, 51)
Gina Elliot, RN
CHARLES S. CURTIS MEMORIAL HOSPITAL

REGION 3 (BRANCH 11, 40, 41)
Mike Fagan, RN
COMMUNITY HEALTH, WESTERN HEALTH

REGION 4 (BRANCH 12, 23, 24, 46)
Christa Philpott, RN
SIR THOMAS RODDICK HOSPITAL

REGION 5 (BRANCH 9, 32, 33, 38, 43, 45)
Brenda Dicks, RN
COMMUNITY HEALTH, CENTRAL HEALTH

REGION 6 (BRANCH 8, 17, 25, 42)
Deneka Pottle, RN
JAMES PATON MEMORIAL HOSPITAL

REGION 7 (BRANCH 10, 20, 21, 30, 36)
Mark Alyward, RN, NP
BONAVISTA PENNINSULA HEALTH CENTRE

REGION 8 (BRANCH 16, 28, 29)
Niki Parsons, RN
CARBONEAR GENERAL HOSPITAL

REGION 9 (BRANCH 4, 31, 44, 48, 49)
Miranda O'Driscoll, RN
DEPARTMENT OF HEALTH & COMMUNITY SERVICES

REGION 9 (BRANCH 2, 3)
Kim Parsons, RN
JANEWAY CHILDREN'S HEALTH & REHABILITATION CENTRE

REGION 9 (BRANCH 5, 34, 35, 37, 47)
Rosalie Gillis, RN
ST. CLARE'S MERCY HOSPITAL

EXECUTIVE DIRECTOR (EX-OFFICIO)
John Vivian, QC
RNUNL

The 2018-20 RNUNL Board of Directors. The Board, which is made up of RNs and NPs from across the province, develops and manages policies, sets the strategic direction for the organization and governs RNUNL between biennial conventions.

Our volunteers make our union strong. Providing education opportunities is key to ensuring our volunteers are active and engaged.

2018 Council of Presidents Meeting.

Delegates at the CFNU Biennial Convention in Fredericton.

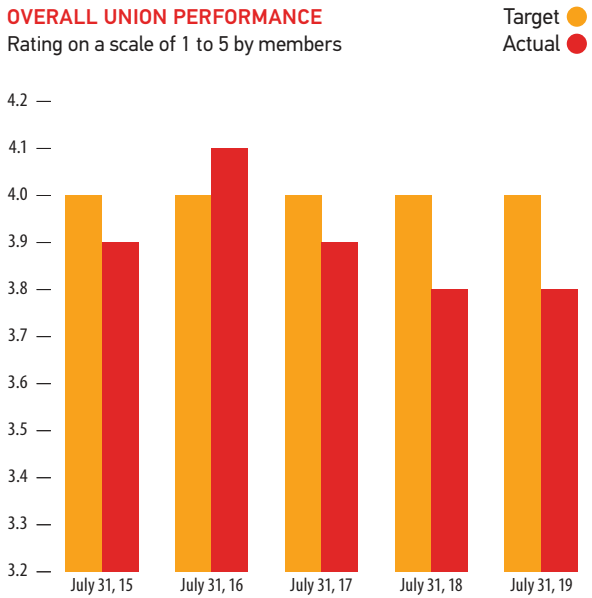
PERSPECTIVE: CHAMPION MEMBERS' NEEDS

Meeting the needs of the registered nurses (RNs) and nurse practitioners (NPs) we represent is our most important function as a union. Each year, we determine how well we're doing by measuring overall member satisfaction.

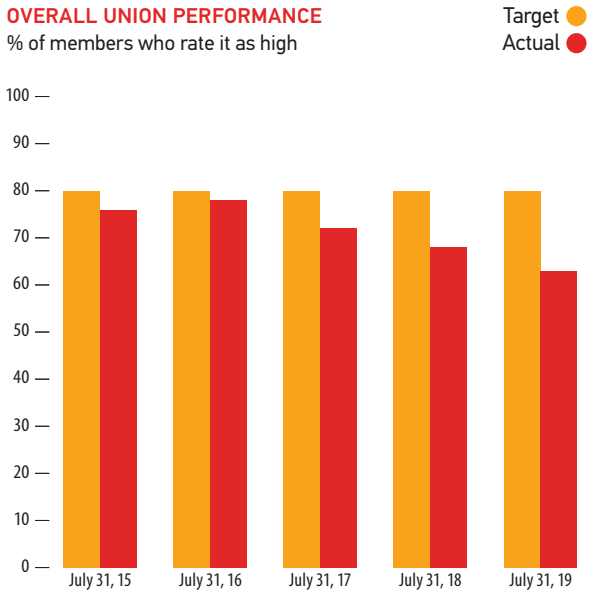
While our overall performance rating remains consistent and strong, we know there is still work to be done to meet our goals. We will continue to listen to and consult with our members to ensure we are meeting their needs and expectations.

KPI OVERALL SATISFACTION

GOAL: To achieve an overall union performance rating by members of 4.0 out of 5.0.



GOAL: To have 80% of members rate the overall union performance as high (4 or 5 on a scale of 1 to 5).



Our overall performance rating has remained consistent with the previous year. However, it is still slightly below our goal rating of 4.0. Members continue to express a positive overall opinion of RNUNL, as can be seen in the following survey results:

- Presenting Professional Image to the Public – 96% Agree
- Strong Advocate or Voice for RNs – 75% Agree
- Effective Leadership – 76% Agree
- Responsive to Member Needs – 65% Agree

RNUNL's overall performance trended down in 2019, with 63% of members rating the RNUNL 4 or 5 on a 5-point scale. While the drop was not statistically significant compared to 2018 (68%), we are taking this downward trend very seriously.

Consistent to the previous year, the decrease was not caused by an increase in members showing dissatisfaction (1 or 2 ratings). Rather, we saw a further increase among those giving a neutral rating of 3 (29%).

As mentioned in the president's message, we believe there are a number of factors contributing to this drop in satisfaction.

Understandably, a four year wage freeze has been an area of frustration for members. We recognize this and are committed to addressing fair wages in our next round of bargaining which will begin within the next year.

Possibly the most concerning contributing factor to member dissatisfaction is challenges in the workplace due to inadequate staffing and high workload. Our 2019 polling showed alarming results around our members' perceptions of their current work load:

- 89% agree that current workload increases the risk of burnout and fatigue
- 85% agree that current workload contributes to high levels of sick leave
- 86% agree that current workload increases the risk of injury
- 84% agree that understaffing has resulted in unsafe conditions for residents, patients and/or clients
- 69% agree that the current staff mix is unsafe and decreases the quality of care

We believe some actions identified in the new collective agreement, such as the core staffing review, additional float positions and a forum on violence in health care are a step in the right direction. Our continued advocacy for more full-time RNs is also recognized by stakeholders and the public.

Our public polling shows support for our call to add more full-time RNs, with over 75% agreeing that it would help reduce over-time and sick leave, improve working conditions and improve access to care and outcomes.

We recognize that we have work to do. However our drive and commitment to advocate for better working conditions for our members is unwavering. Your union will keep working tirelessly to address concerns and advocate for change.

Clarity Project

The RNUNL continued its work to champion the crucial role our members play in the health care system. The Clarity Project focuses on promoting, protecting and recognizing RNs.

Our most recent polling shows that 100% of our members believe it is important that the public understands the value RNs and NPs bring into the health care system. Further, over 94% agreed that it is important for the public to understand the differences between our members and licensed practical nurses and other health care staff.

Ninety-one per cent of the public rates the value of RNs as high and only 11% strongly agree with replacing RNs with other health care providers.

This is why the Clarity Project is important and why we continue to encourage members to identify themselves as a RN or NP and to wear the uniform colours of white and black. Distinguishing yourself as a RN or NP promotes clarity of your role in the health care system.

Recent polling shows that members identify themselves as:

- 54% as an RN or NP
- 30% as nurses
- 16% use the terms RN and nurse interchangeably
- 93% of the NPs introduce themselves as 'nurse practitioners'

Members also do the following to be distinguishable in the workplace:

- 65% wear some component of the RN uniform (black and white scrubs, white coat or RN scrub hat)
- 56% wear a RN/NP lanyard
- 51% wear a RN/NP pin

The number of members wearing white and black has declined since the introduction of the uniform. We are taking steps to understand and address this drop. We will continue to look for creative ways to promote and protect the RN/NP identity, and encourage members to distinguish themselves in the workplace.

2018 RNUNL BIENNIAL CONVENTION

From November 5 to 9, approximately 230 RNs, NPs and nursing students from across the province gathered in St. John's for the 26th Biennial Convention.

RNs, NPs and students rally outside the Sheraton Hotel for safe staffing and patient care.

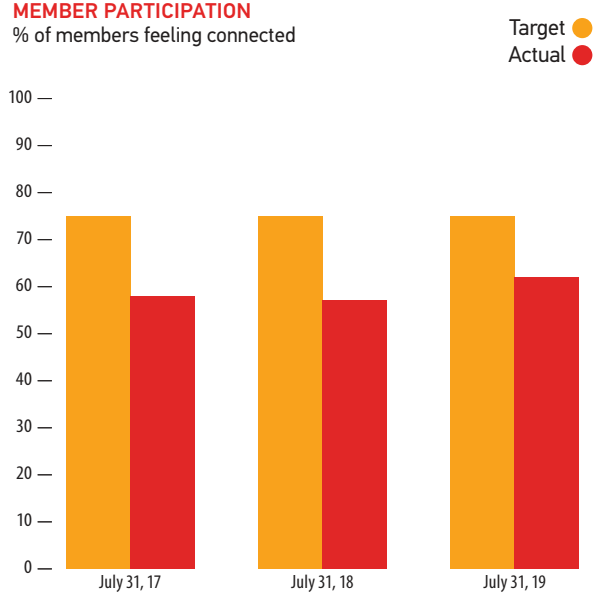
The 2018 RNUNL Biennial Convention Delegates.

RNUNL members Lesley Hynes, Sarah Downey, Kimfa Wright and Ada Roberts) take part in a panel discussion moderated by RNUNL board member Niki Parsons on diversity and inclusion within our union and our profession.

KPI MEMBER SATISFACTION

GOAL: To have 75% of members feel connected to RNUNL.

MEMBER PARTICIPATION
% of members feeling connected



We believe it's important for our members to feel connected to their union — to the priorities we set and to the work we do on their behalf. We have set a goal to achieve 75% of members feeling connected to RNUNL. We were pleased to see an increase from previous years in this indicator, with 62% of members reporting they feel connected to RNUNL.

Members who feel strongly connected to RNUNL credited strong communications including email, social media, newsletters (25%), the RNUNL app (17%) and connection through their shop steward or union representative (16%).

We also asked members why they do not feel connected. Among the group who do not feel a strong connection to RNUNL, over one-half were not able to articulate a reason for their perceived lack of connection. Of those who identified a response, the top reason for a lack of connection was poor issue resolution (13%). The group was asked what, if anything, RNUNL could do to make them feel more connected. Again, the majority (61%) were unable to provide a response to this question. Top mentions include being more active in the workplace and advocating and enforcing existing rules.

We also asked members who do not feel connected if they were interested in being more connected to the RNUNL. We were pleased to see 81% were interested, demonstrating an opportunity for the RNUNL to make improvements in this area.

Overall, we are happy with the feedback we received on the level of engagement members had with RNUNL this past year.

Engagement on Digital, Traditional and Social Media:

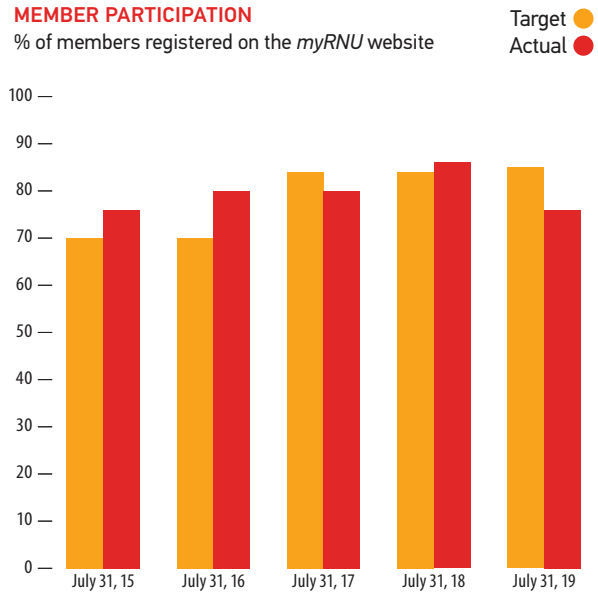
- 98% read emails from RNUNL
- 93% read mail-outs from RNUNL
- 94% saw media coverage or an advertisement from RNUNL
- 84% saw an RNUNL post on social media
- 74% watched a video about RNUNL on social media

One-on-One or Face-to-Face engagement:

- 60% attended a union or branch meeting
- 43% contacted a shop steward
- 46% contacted a member of the branch executive
- 35% contacted a Labour Relations Officer
- 18% contacted a regional representative/member of the board of directors
- 13% attended a rally
- 10% contacted an RNUNL executive board member (such as the Provincial President/VP/Treasurer)

GOAL: To have 85% of members registered on the *myRNU* website.

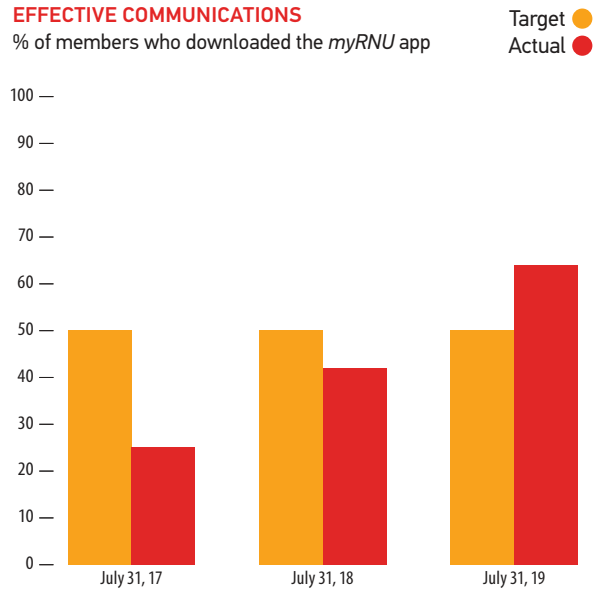
MEMBER PARTICIPATION
% of members registered on the *myRNU* website



Our member only website, *myRNU*, is a vital communication tool. It provides a means to share information and communicate directly and privately with members and volunteers. As such, it is important to have strong registration rates. While 95% of members are aware of *myRNU*, only 76% have active accounts. The number of registrants has dropped this year, however, this is likely reflective of a system cleanup. This cleanup included the removal of inactive members and updated the status of retired members and students. We will continue to promote the site, and plan on making updates this fiscal year to improve its functionality.

GOAL: To have 50% of members download the *myRNU* app within the first 2 years.

EFFECTIVE COMMUNICATIONS
% of members who downloaded the *myRNU* app

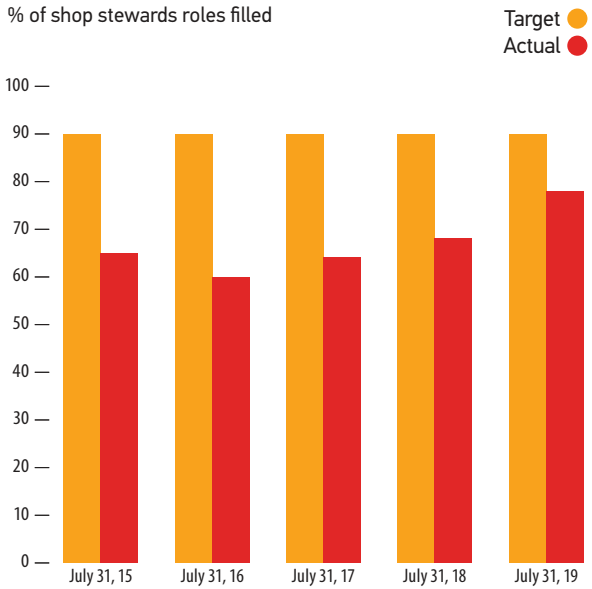


The popularity of our *myRNU* app continues to grow, with 64% of members having downloaded the app. The app was launched in March 2017, with a goal to have 50% of members using it within the first two years of its launch. We have exceeded that goal, but will continue to look for ways to expand the app's popularity.

GOAL: To have 90% of shop stewards roles filled.

MEMBER PARTICIPATION

% of shop stewards roles filled

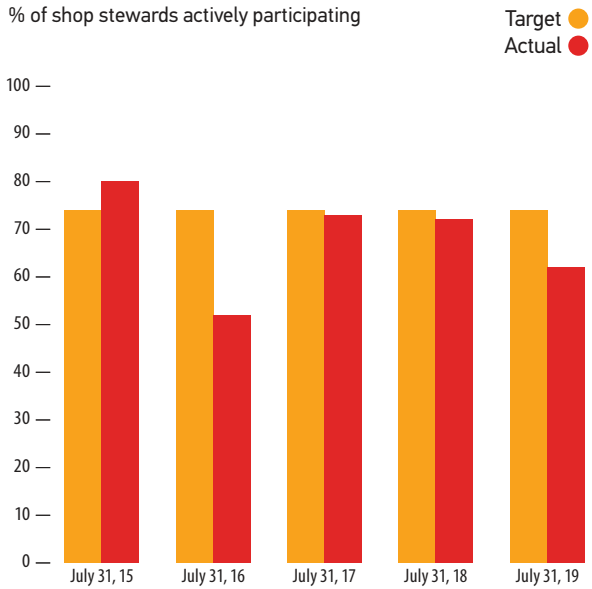


Shop stewards are the liaisons between members and their employers. They provide guidance to members in matters relating to the collective agreement and assist in resolving workplace issues. At the branch level, a strong effort is made to attract new volunteers and fill shop steward positions. This year, 78% of all shop steward positions were filled, a significant increase from the last number of years. The good work being done at the branch level to encourage union participation and to mentor representatives is reflected in this number.

GOAL: To have 75% of shop stewards actively participating.

MEMBER PARTICIPATION

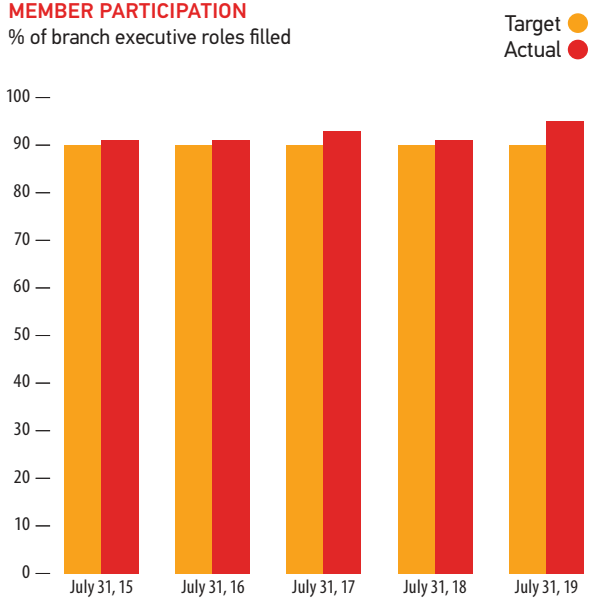
% of shop stewards actively participating



Shop stewards hold a crucial role within the union as they offer essential supports to members in the workplace. Measuring the percentage of shop stewards who are active in their role is a valuable indicator of our union performance in the workplace. This year, 62% of shop stewards reported they were active in their role. This is a drop from last year, however, the increase in volunteers mentioned means there are new shop stewards that are becoming familiar in their roles. Our goal is to provide these volunteers with the tools they need to be confident and active into the future. One way to ensure our shop stewards are actively engaged is to encourage branch presidents to delegate tasks. Our recent survey indicated that work was needed around delegation, which we addressed at the Council of Presidents meeting in September 2019.

GOAL: To have 90% of branch executive roles filled.

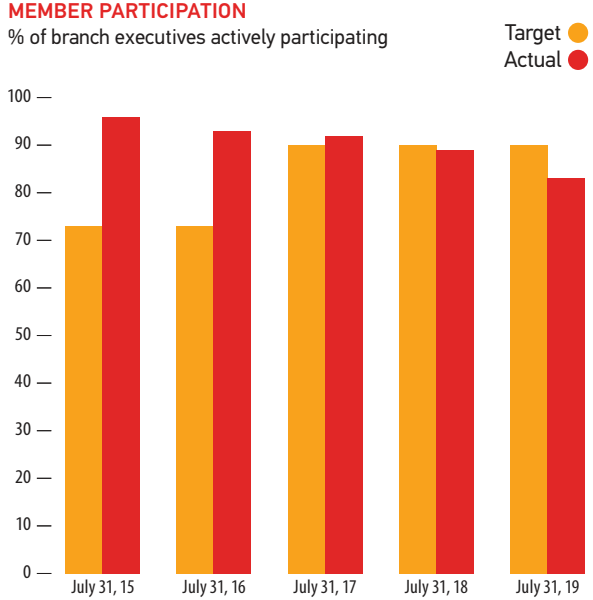
MEMBER PARTICIPATION
% of branch executive roles filled



Branch executives are an integral part of our organizational structure as they work at the employer level to address issues impacting our members, as well as patients, residents and clients. Monitoring the number of filled branch executive roles is an indicator of a strong union presence in the workplace. We are pleased to report that this year, 95% of branch executive roles are filled, once again surpassing our goal.

GOAL: To have 90% of branch executives actively participating.

MEMBER PARTICIPATION
% of branch executives actively participating



Given the vital role branch executives play in our union, it is critical for them to be active and engaged. This year, the number of branch executives actively participating in the workplace declined to 83%, marking a declining trend over the last few years. While activity is still high, we want to ensure this trend does not persist. We will continue to provide our volunteers with the support needed to maximize activity and productivity.

While the number of active branch executive members has slightly declined, we have over 95% of branch presidents reporting they are active. We will continue to look for opportunities to engage all of our volunteers and to cultivate feelings of value and confidence.

SHOWING RN/NP PRIDE

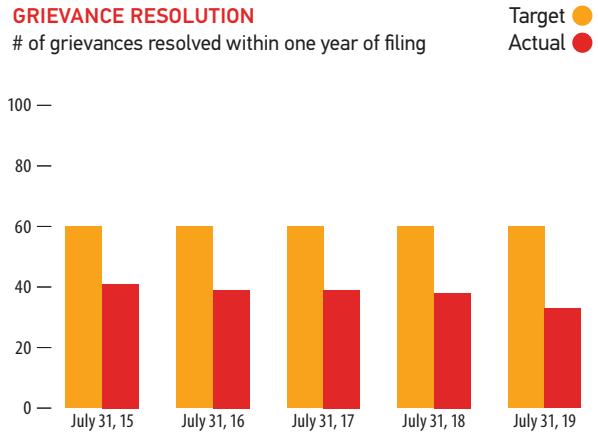
In March, our members showed pride in the profession at RN appreciation night at a St. John's Edge Game.

Members were asked to send along photos of them celebrating Nursing Week 2019. We received over 70 submissions, showing celebrations both in and outside the workplace. Additionally, members used our Facebook profile picture frames to show pride in the profession.

PERSPECTIVE: EXCEL AT SERVICE

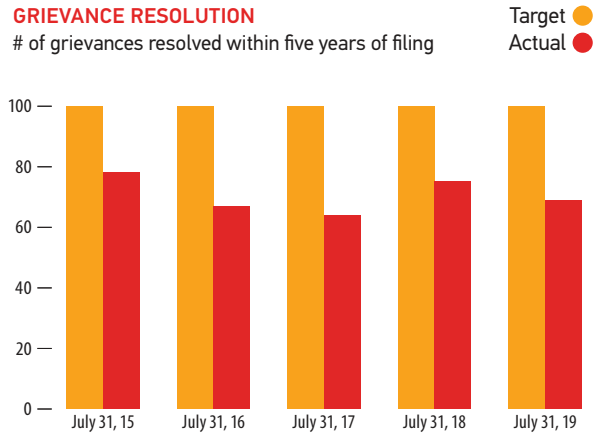
GOAL: To resolve 60% of grievances within 12 months of filing.

GRIEVANCE RESOLUTION
# of grievances resolved within one year of filing



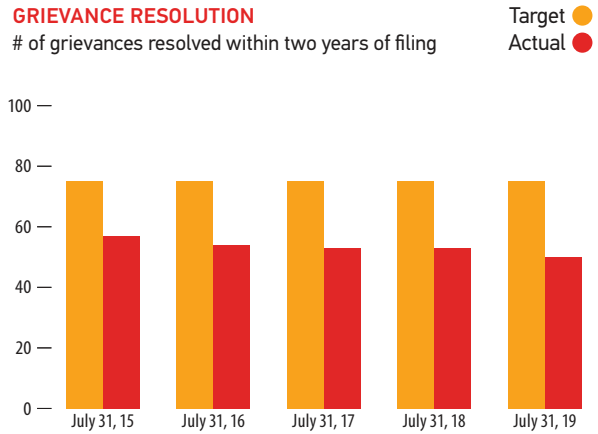
GOAL: To resolve 100% of grievances within five years of filing.

GRIEVANCE RESOLUTION
# of grievances resolved within five years of filing



GOAL: To resolve 75% of grievances within 24 months of filing.

GRIEVANCE RESOLUTION
# of grievances resolved within two years of filing

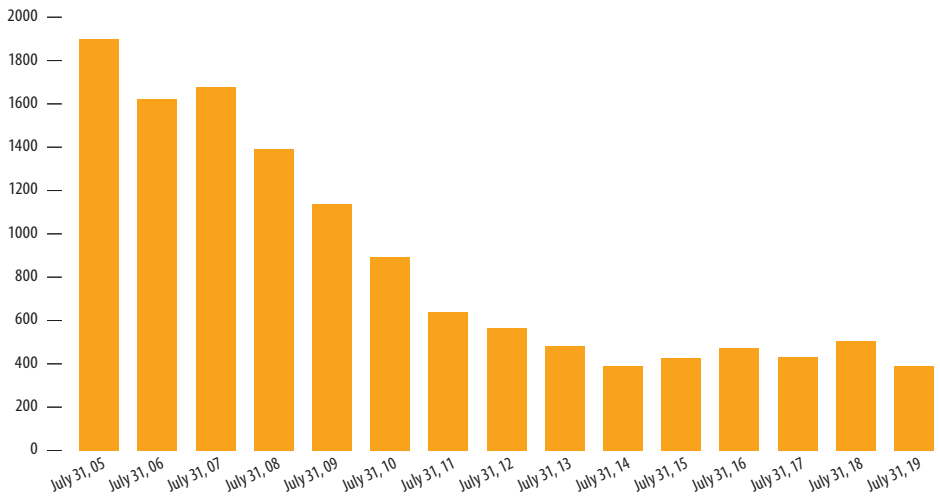


RNUNL made progress this year with grievance resolution, reducing the number of files from 505 on July 31, 2018 to 389 on July 31, 2019. This is the lowest on record since we began performance measurement in 2005, despite opening 123 new files.

This fiscal year, we resolved 232 files with many positive outcomes for our members, including:

- Settlements up to $10,000;
- 100 hours credited to a sick leave bank;
- 466 hours credited to seniority;
- A $1,800 payment for higher rate of pay; and
- Reinstatement in pension plan and various step level adjustments and retroactive payments.

COMPARISON - NUMBER OF FILES AT YEAR END



Our rates of grievance resolution have decreased for the one, two and five year indicators. This is primarily due to the increased resolution of older files during 2017 to 2018 which was made possible through the allocation of dedicated resources. During that period, older files decreased by 58%.

RNUNL continues to address the accumulation of older grievances by working to bring closure to long-standing workplace issues. This effort is important as it allows additional time and resources to be redirected to newer grievances.

Many files remain on record up to five years due to their complex nature, or pending arbitration or mediation/arbitration outcomes. Beginning this year, we identified 68 files older than five years. These older files cover a variety of individual issues, however, there are some group files that we anticipate will resolve early in the fiscal year.

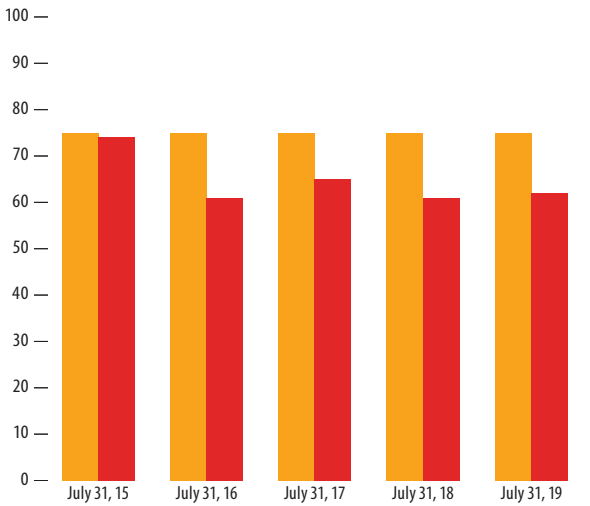
#WEARWHITEWEDNESDAY

Being visible is key to promoting and protecting the RN role. Members continue to adopt the RN identity with their uniform colours, RN pin and RN scrub hats. To encourage members to wear the RN uniform, RNUNL started a weekly #WearWhiteWednesday photo contest. Each week, we share members' photo submissions on social media and participants are entered in a monthly draw for a $25 Uniform Shop gift card.

KPI EDUCATION

GOAL: To have 75% of members rate education resources and opportunities as adequate.

EDUCATION
% of members who rate education resources and opportunities as adequate



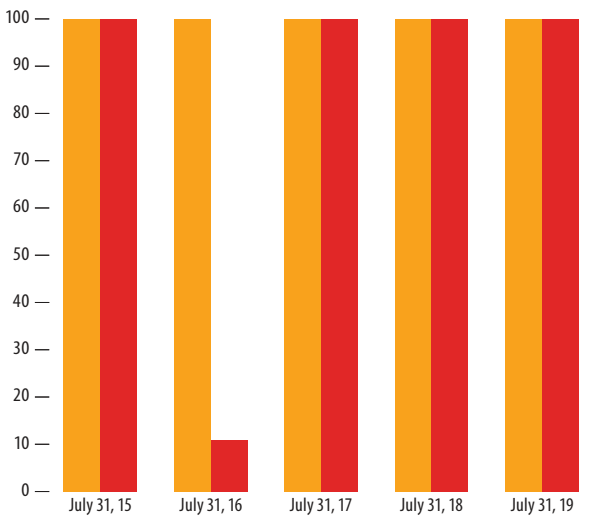
RNUNL aims to provide members with valuable education opportunities that are timely and support our members' union and professional development. This year, 62% of our members were satisfied with the level of education RNUNL provided. Each year, the RNUNL engages in a number of activities to connect members with educational opportunities, ranging from scholarship opportunities, conventions, volunteer education, *myRNU*, publications, emails and more.

We will continue to generate educational opportunities for members, and to look for new ways to connect them with resources.

This year was transitional for the RNUNL, with a changeover in staff that provide a crucial role in education, as well as the ratification of a new collective agreement. As such, some education sessions with shop stewards and branch executives were postponed until fall 2019 to ensure the most recent collective agreement language is being communicated. With the adoption of the new collective agreement, we are implementing a strategy to educate all members on the new language which we hope will be reflected in our future ratings.

GOAL: To provide a minimum of one shop steward education session per region each year.

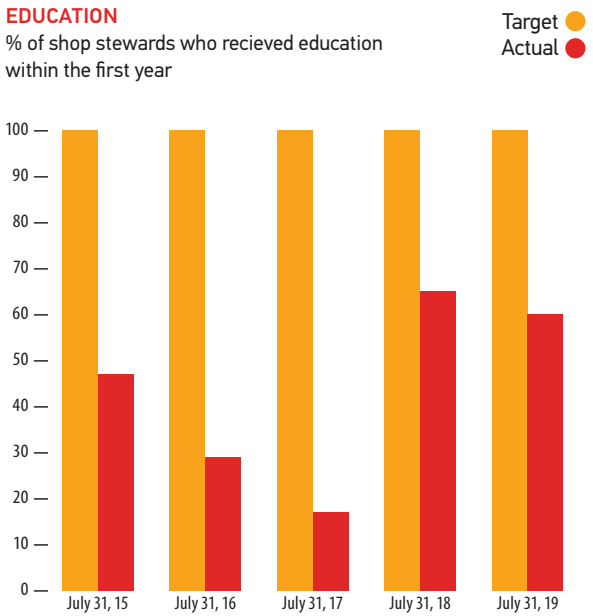
EDUCATION
% of regions where a shop steward education session was offered



RNUNL is committed to providing shop stewards with the opportunity to attend an education session in, or near, their region. We are pleased to report that an educational opportunity was offered in all regions once again this year.

GOAL: To provide all new shop stewards with education in their first year of appointment.

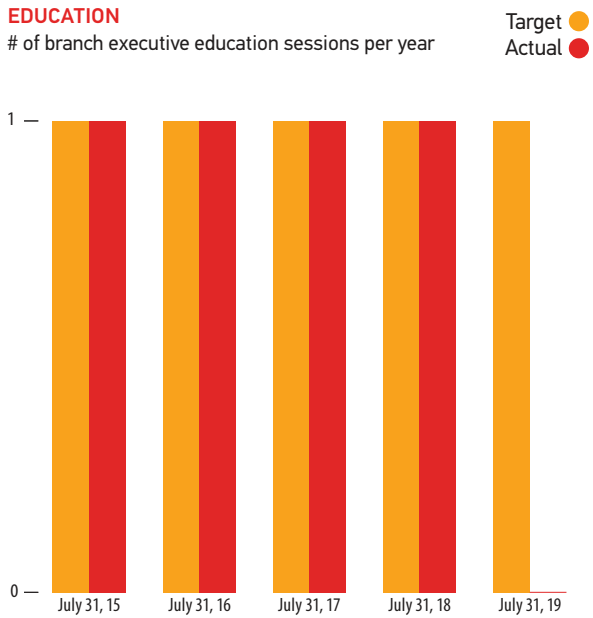
EDUCATION
% of shop stewards who recieved education within the first year



Shop steward education gives volunteers a chance to learn more about their role and duties over the course of a two-day session. Of the 57 new shop stewards appointed during 2017-18, 60% attended an education session. The reasons attendance is lower than anticipated are two-fold. For one, many shop stewards have difficulty receiving leave. Secondly, we postponed the scheduled spring sessions due to the pending ratification of the new collective agreement. The goal of shop steward education is to provide relevant, updated information to guide our members in their leadership roles. Given the proposed language changes in the new agreement, we knew it made sense to wait until the agreement was signed and educate shop stewards using the new language at a later date.

GOAL: To provide a minimum of one branch executive education session per year.

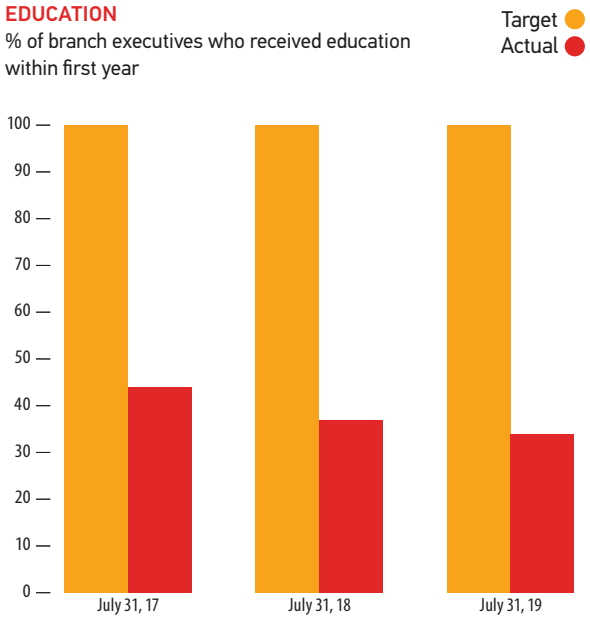
EDUCATION
# of branch executive education sessions per year



Similar to the shop steward education sessions, the branch executive training was originally scheduled for the spring but was postponed until after the signing of the collective agreement. These sessions will now provide the RNUNL with an opportunity to educate branch executives using the new language.

GOAL: To provide all new branch executive members with education in their first year of appointment.

EDUCATION
% of branch executives who received education within first year



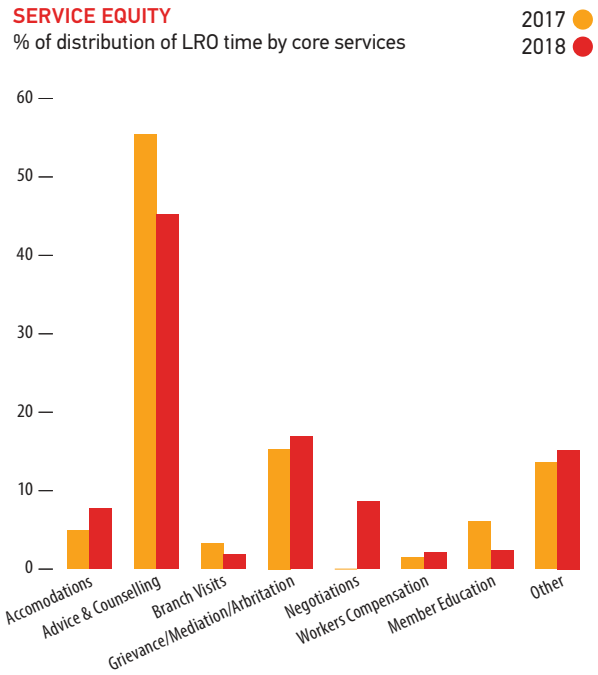
This year, 34% of new branch executive members received education within their first year of appointment. As mentioned, postponement of the spring session to the fall of 2019 had a major impact on this indicator.

Having said that, attendance at the spring 2018 session ensured we met this target for 10 of the 29 executives that were appointed the prior fiscal year.

KPI SERVICE EQUALITY

GOAL: To ensure labour relations officers' time is appropriately distributed to support core union services.

SERVICE EQUITY
% of distribution of LRO time by core services

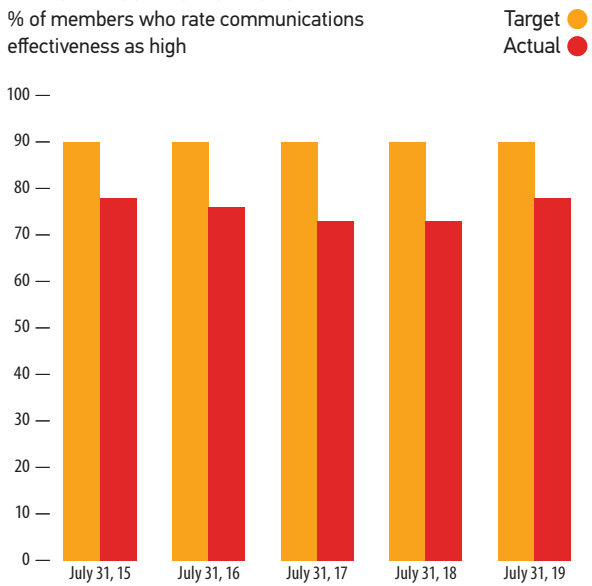


Labour relations officers (LROs) provide core services to members. They help members navigate important and challenging issues by assisting in grievance resolution, providing advice or counseling on a workplace matter, or by guiding members through the worker's compensation system. Our LROs continue to allocate the majority of their time to advising and counselling members and addressing grievances.

KPI EFFECTIVE COMMUNICATIONS

GOAL: To have 90% of RNUNL members rate the effectiveness of communications as high (4 or 5 on a scale of 1 to 5).

EFFECTIVE COMMUNICATIONS
% of members who rate communications effectiveness as high



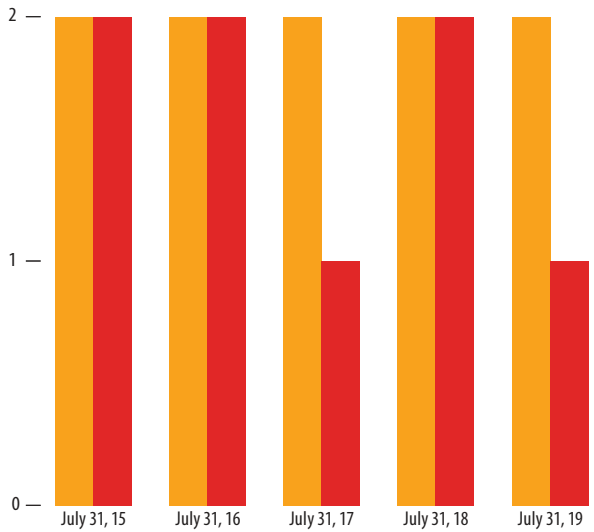
Communication services provide a critical function for RNUNL. Through various communication practices and tools, the RNUNL keeps members, staff and stakeholders updated and engaged in union activities and decisions.

Members continue to rate RNUNL's communication effectiveness as high, with 78% of members giving a rating of 4 or higher on a 5 point scale. RNUNL uses a variety of communications tools to communicate with members. Email continues to be the preferred method of communication according to members, followed by newsletters, *myRNU* and Facebook.

While we remain short of our ambitious target of 90%, we are pleased with our performance and continue to look for ways to improve communication with our members.

GOAL: To issue a minimum of two *In Touch* newsletters per year.

EFFECTIVE COMMUNICATIONS
of *In Touch* newsletters per year

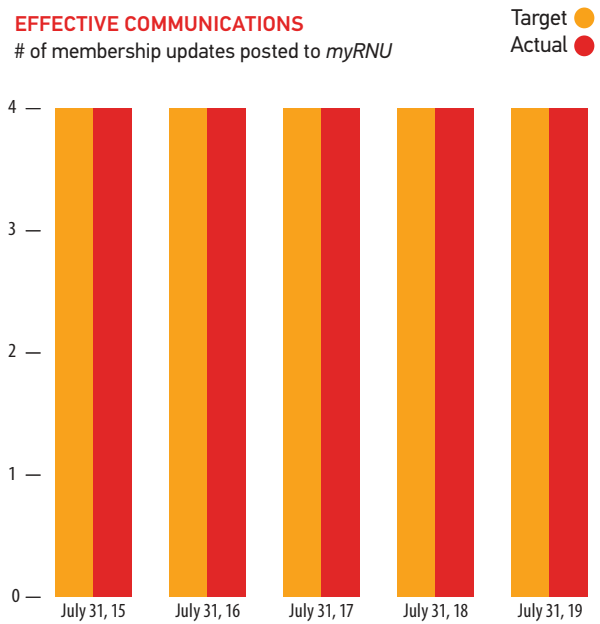


Our In Touch newsletter remains popular amongst members, with 68% of members rating their satisfaction with the publication as high. In Touch connects members with education, news and information about their union. According to the member survey, this valuable communication tool was the top information source for 43% of members. Our goal is to distribute two In Touch newsletters annually, however this year we did not meet that goal due to staff changeover and a temporary vacancy in the communications role. We look forward to meeting our goal this upcoming year.

GOAL: To post a minimun of four membership updates to *myRNU* per year.

EFFECTIVE COMMUNICATIONS

# of membership updates posted to *myRNU*

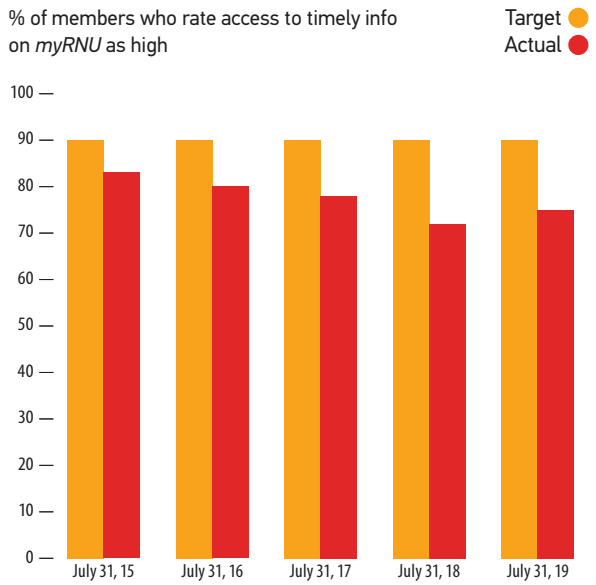


Based on member feedback, we know that *myRNU* is a valuable tool to share information and news with our members. Various member updates are posted throughout the year, including information on collective bargaining, quarterly reports, events and more. Additionally, an RNUpdate is sent via email bi-monthly which links to the various updates on *myRNU* and updates members on current news and activity.

GOAL: To have 90% of RNUNL members rate access to timely info on *myRNU* as high (4 or 5 on a scale of 1 to 5).

EFFECTIVE COMMUNICATIONS

% of members who rate access to timely info on *myRNU* as high



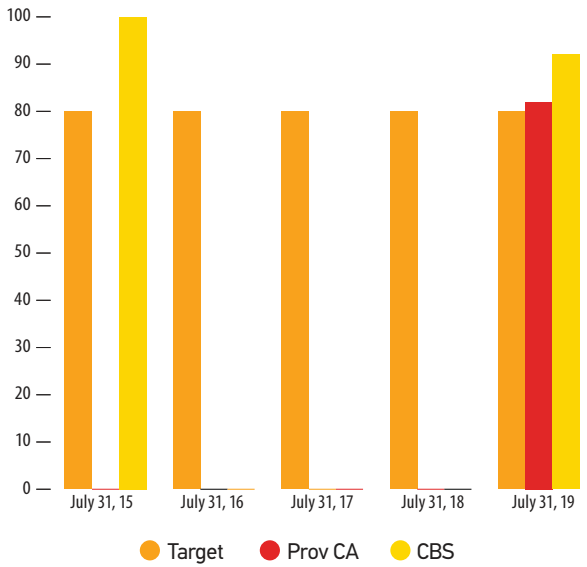
We were pleased to see a slight increase this year in the number of members rating access to timely information on *myRNU* as high. In our recent member survey, 95% said they are aware of the site, with 83% reporting they had visited *myRNU*. Members reported their top reasons for visiting *myRNU* as accessing news and asking questions in the forum. This year, we plan to make updates to both the site and the corresponding app to improve usage and effectiveness of this important member-only tool.

KPI COLLECTIVE BARGAINING SUCCESSES

Negotiating fair collective agreements that protect our members is the primary purpose of RNUNL. In each round of bargaining, we look to members for input on negotiation priorities and strategies. Our performance during contract negotiations is measured based on the percentage of our members that ratify a new agreement and our ability to make progress on the identified goals. We were pleased to meet the majority of our goals during negotiations of the provincial agreement, and we met two of our three goals during negotiations with Canadian Blood Services.

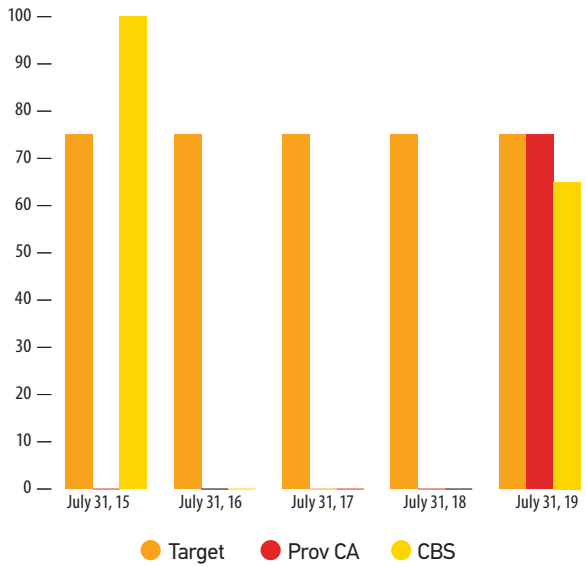
GOAL: To obtain 80% 'yes' votes on all contract ratifications.

COLLECTIVE BARGAINING
% of 'yes' votes on contract ratifications



GOAL: To successfully negotiate improvements in 75% of the top priorities identified by RNs.

COLLECTIVE BARGAINING
% of priorities sucessfully negotiated



This year, our members ratified a new provincial collective agreement. Additionally, Canadian Blood Services members also ratified a new agreement. Prior to ratification of the provincial collective agreement, RNUNL hosted telephone town hall meetings to educate members on the new language and provide a venue to have questions answered. In our member survey, we were pleased to see that 89% of members are highly in favour of using this meeting method for contract discussions in the future.

ADVOCATING FOR OUR MEMBERS AND BETTER HEALTH CARE

RNUNL President was highly vocal in the media this fiscal year, touching on a variety of topics from safe staffing, workload, the budget, collective bargaining and violence in health care.

RNUNL President Debbie Forward discusses the Liberal Party's plans to address issues impacting members with Premier Dwight Ball via Facebook live during the May 2019 election.

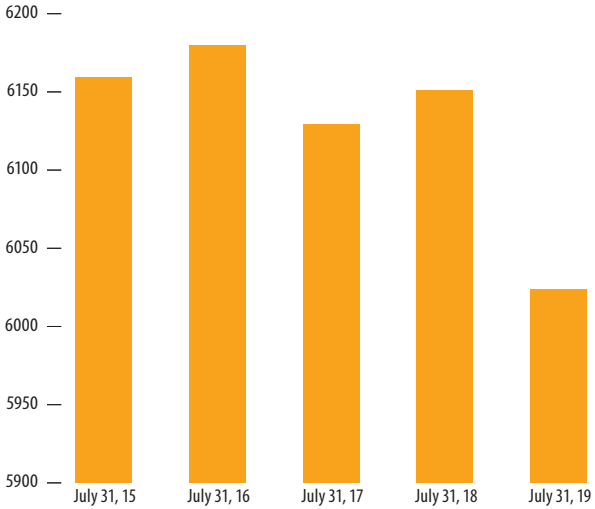
RNUNL delegates take to the streets of Fredericton with hundreds of nurses to take part in the *Choose Care, Not Cuts Rally* at the CFNU Biennial Convention.

PERSPECTIVE: ADVOCATE HEALTH CARE

KPI STAFFING LEVELS

GOAL: To monitor the number of RNs employed in the province.

RN STAFFING LEVELS
# of RNs employed in the province.



RNUNL is committed to advocating for the recruitment and retention of RNs and NPs, recognizing that appropriate staffing levels are essential to high quality health care. We monitor the growth of RN employment in the province by reviewing annual licensure data from the College of Registered Nurses of Newfoundland and Labrador (CRNNL).

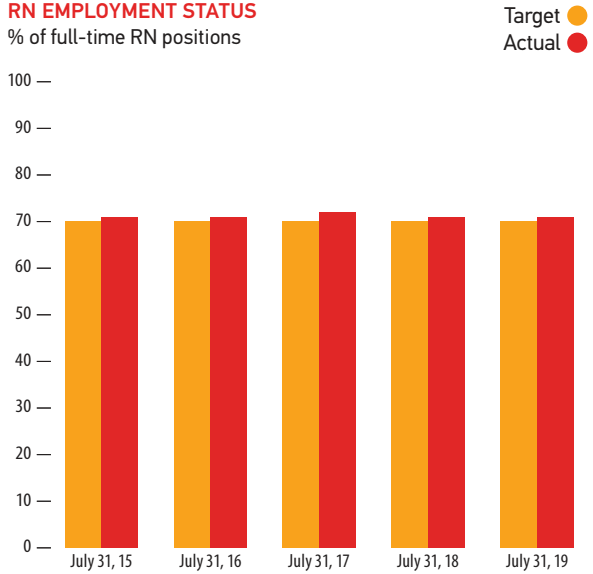
In 2018-19, the number of RNs employed in the province was 6,024, 175 of which had a practicing NP license. This represents a 33% increase in the number of NPs compared to five years ago. However, at a time when we are constantly advocating for more full-time RNs, it is concerning to see a drop in overall RN numbers. A recent report from the Canadian Institute for Health Information highlighted that Newfoundland and Labrador, the Northwest Territories and Nunavut were the only jurisdictions in Canada to see a decrease in licensed nursing staff, including RNs, NPs and LPNs. We receive quarterly reports from the regional health authorities, which allow us to analyze changes in core nursing providers and bed counts. Based on the analysis of these reports, we believe there are a few contributing factors. For one, recruitment and retention continues to be an issue in a number of areas, which results in decreased staffing if a RN retires or is off on extended leave (maternity leave, sick leave, etc). Additionally, some positions have been eliminated through attrition.

We also know that working conditions are less than desirable across the province, leading to burnout, fatigue, injury and increased sick leave. Armed with these numbers, we will be taking a very close look to better understand this reduction, and continue to advocate for more full-time RNs.

KPI RN EMPLOYMENT STATUS

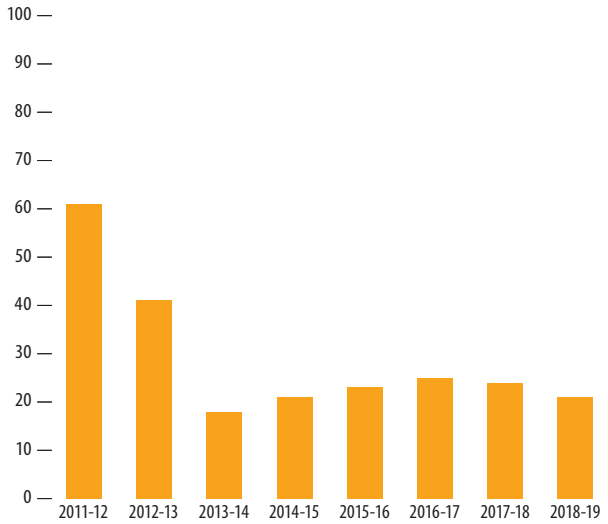
GOAL: To maintain the full-time permanent RNs positions at 70% or higher.

RN EMPLOYMENT STATUS
% of full-time RN positions



GOAL: To monitor the number of new nursing graduates employed full-time.

RN EMPLOYMENT STATUS
% new grads employed full-time



Ensuring that our nursing graduates, as well as RNs from outside the province can secure full-time employment is integral to keeping RNs working in our province's health care system. Establishing and maintaining full-time permanent positions has a positive impact on recruitment and retention, which is why RNUNL monitors employment status each year.

The Canadian Nursing Advisory Committee sets a national target of 70% full-time employment for RNs. In 2018-19, Newfoundland and Labrador continued to slightly exceed this rate with 71% of RNs in full-time positions.

While high full-time employment is positive, we continue to have high rates of casual employment.

RNUNL also specifically monitors the percentage of new graduates employed full-time in the province. In 2018-19, 21% of new graduates were working full-time, a slight decrease from the previous year.

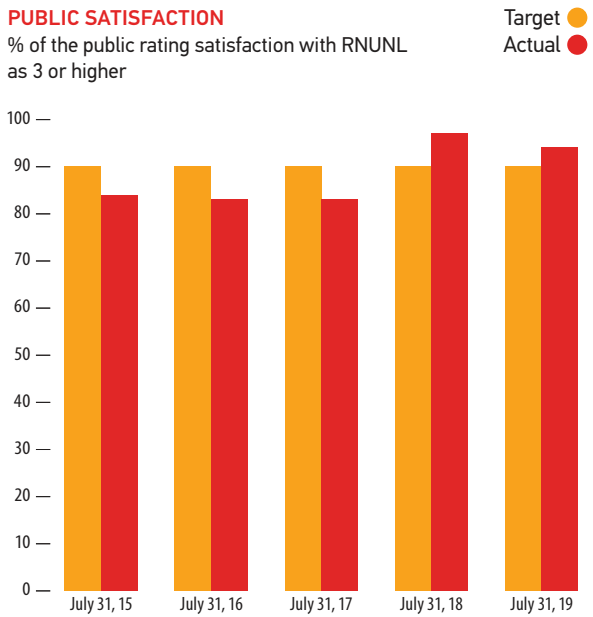
High rates of casual employment continued with 2018 graduates. In fact, the number increased from 75% to 77%. What's troubling is that 81% of 2018 graduates reported they do not desire to work casual, yet we continue to have trouble with staffing in a number of areas.

RNUNL will continue to advocate for full-time employment opportunities for new graduates, which are vital to recruiting and retaining RNs in the province.

KPI PUBLIC SATISFACTION

GOAL: To have 90% of the public rate the overall performance of the RNUNL as 3 or higher.

PUBLIC SATISFACTION
% of the public rating satisfaction with RNUNL as 3 or higher



High public support is essential to RNUNL's ability to advocate and promote the RN and NP professions. Our performance as a union continues to be highly rated by the public, and we are pleased to have exceeded our goal of a 90% overall satisfaction rating again this year.

Other indicators of support show that the public perceives RNUNL as:

- **Strong Advocate or Voice for RNs –** 89% Agree
- **Strong Advocate or Voice for the Public Health Care System –** 76% Agree
- **Presenting a Professional Image to the Public –** 90% Agree
- **Strong Advocate or Voice for Patients –** 73% Agree
- **Providing Effective Leadership –** 68% Agree

RNUNL continues to be the most trusted source of health care information in Newfoundland and Labrador when compared to other unions, the provincial government and the media.

KPI OPPORTUNITY FOR INPUT

RNUNL works with employers, government and other stakeholders to identify issues and solutions in health care service delivery and to advance the RN and NP professions. To ensure success in these efforts, it's very important for RNUNL to maintain good working relationships with these groups. While it is not always possible to agree on all matters, we must strive to build on our relationships.

GOAL: To meet with the Health Minister at least twice per year; and the Premier, the Finance Minister, the Labour Minister, and employers at least once per year.

Some highlights from the past year include:

- Meetings with the Minister of Health and Community Services, Minister of Finance and Minister of Labour.
- The Minister of Health and Community Services participated in a Questions and Answer session with members at RNUNL's Biennial Convention.

- During the 2019 election, RNUNL invited all political parties to take part in a Facebook Live video to discuss their plans to address 24 hour shifts and improve recruitment and retention for RNs and NPs. All parties took part, with the exception of the Progressive Conservatives who sent a written statement.
- Improved working relationships with senior human resource management at regional health authorities. Also met with senior leadership at Eastern Health, Western Health and Labrador-Grenfell. Central Health has new leadership and RNUNL will be reaching out to set up a meeting.
- Meetings of the Senior Joint Quality Work Life Committee, which provide RNUNL with access to the Deputy Minister of Health and Community Services, the Provincial Chief Nurse, and CEOs and Chief Nurses for the Regional Health Authorities. These meetings occur twice per year.
- The RNUNL President participated in the Canadian Federation of Nurses Unions events at the Council of Federation (Premiers) meeting, Federal/Provincial/Territorial Health Ministers meeting and Parliamentary Breakfast.

GOAL: To take advantage of opportunities to participate in media interviews, committees, community work, lobbying and advocacy.

Media, Committees, Lobbying and Advocacy:

- Numerous media interviews on regional, provincial and national issues.
- Media campaign "More Full-Time RNs Can Save A Lot" continued this year.
- President represented RNUNL on CFNU National Executive Board.
- RNUNL's Biennial Convention provided both educational and advocacy opportunities, including a safe staffing rally.
- RNUNL sent over 50 delegates the CFNU Biennial Convention in Fredericton, New Brunswick.
- Provided a submission for the review of PTSD coverage in workers' compensation legislation.
- Continued participation in a coalition of labour and community groups called Common Front NL.
- Meetings with College of Registered Nurses of Newfoundland and Labrador leadership.
- President represents RNUNL on Sponsor Body of Public Sector Pension Plan and Executive Director sits on Public Sector Pension Plan Corporation Board.
- RNUNL President is a member of Group Insurance Advisory Committee and the Government Money Purchase Pension Plan (GMPP) Advisory Committee.
- RNUNL president is a member of Federation of Labour Executive Council and took part in various meetings in this capacity.
- RNUNL supported a number of non-profit charitable organizations.
- RNUNL operated a senior's rest stop at the Royal St. John's Regatta, providing shelter and refreshments to seniors who want to watch the races.
- RNUNL supported a number of Pride events, including sponsoring St. John's Pride Week, marching in the St. John's parade with over 60 members, friends and family members and supporting members in various communities throughout the province to participate in pride activities.

RNUNL IN THE COMMUNITY

Members, friends and family at
the 2019 St. John's Pride Parade.

Staff take part in the Ronald McDonald
House's Home for Dinner Program.

RNUNL kept with tradition in 2018,
operating the Seniors' Rest Stop at the
200th anniversary of the Royal St. John's Regatta.

PERSPECTIVE: MOTIVATED, KNOWLEDGEABLE, CLIENT-FOCUSED STAFF

KPI RNUNL STAFF SATISFACTION

GOAL: To have 90% of employees rate their overall satisfaction level with RNUNL as an employer as high (4 or 5 on a scale of 1 to 5).

STAFF SATISFACTION

% of employees rating overall satisfaction with RNUNL as an employer as high

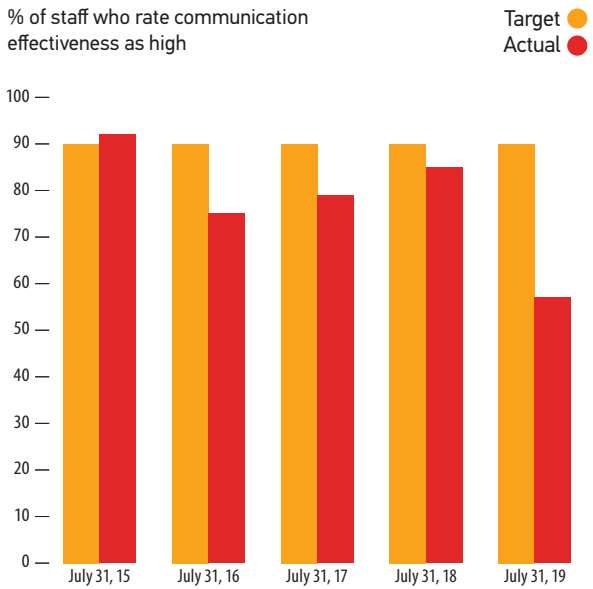
Our staff are integral to the success of our organization. This year, 79% of staff rated their overall satisfaction with RNUNL as an employer as high. We take this drop very seriously and will be working with staff to ensure we are meeting their expectations to our best ability. RNUNL remains committed to monthly staff meetings, weekly LRO meetings, team building opportunities and various internal mechanisms that provide support to our staff.

KPI EFFECTIVE COMMUNICATION

GOAL: To have 90% of employees rate effectiveness of communications as high (4 or 5 on a scale of 1 to 5).

EFFECTIVE COMMUNICATION

% of staff who rate communication effectiveness as high



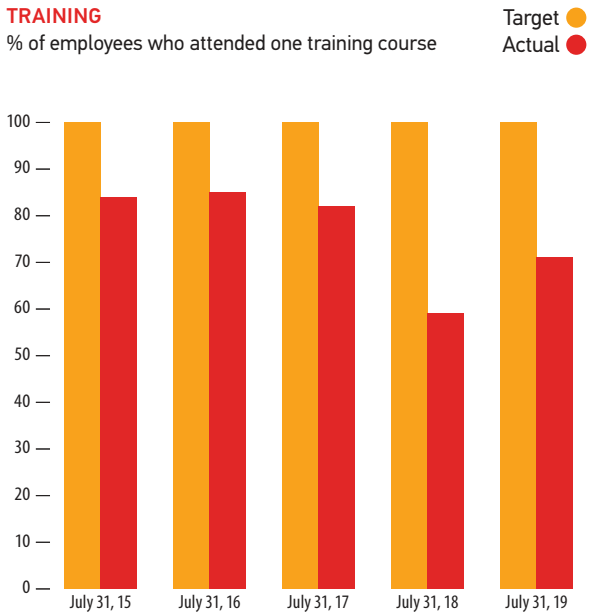
This past year, 57% of RNUNL staff rated communications effectiveness as high. We were very concerned to see a significant drop in this rating. We faced a number of challenges over the last year. One contributing factor was staff turnover due to extended leave of absences. Changes in staffing impacted all areas of the office, including communications, research and education, labour relations and office support. While recruiting for many of these roles, a number of positions were vacant for periods of time contributing to a reallocation of workload.

This was a transitional year for the RNUNL, but the dust is settling and we are excited to promote better communication within the office and to build stronger rapport between staff in all roles.

KPI TRAINING

GOAL: To ensure each employee attends a minimum of one training course per year.

TRAINING
% of employees who attended one training course



RNUNL recognizes the importance of building on the skill sets and knowledge of our staff. These opportunities are crucial to their own development and help strengthen our organization. RNUNL encourages staff to embrace professional development by providing employees with opportunities to take part in education and training. We were pleased to increase the number of staff who attended training this year to 71%. Some topics of training included dispute resolution, pension seminars, first aid, occupational health and safety and inclusion awareness.

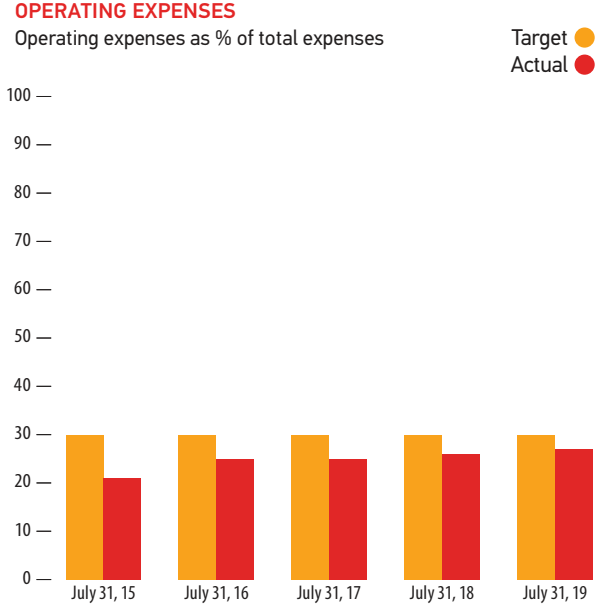
PERSPECTIVE: FINANCIALLY STABLE AND SUSTAINABLE

KPI OPERATING EXPENSES

GOAL: To maintain operating expenses at 30% or less of total expenses.

OPERATING EXPENSES

Operating expenses as % of total expenses



Union dues enable RNUNL to deliver the services and support you require. We focus on appropriate allocation and use of these funds in meeting your needs with a dedication to investing considerably more in delivering membership services than in operational expenses.

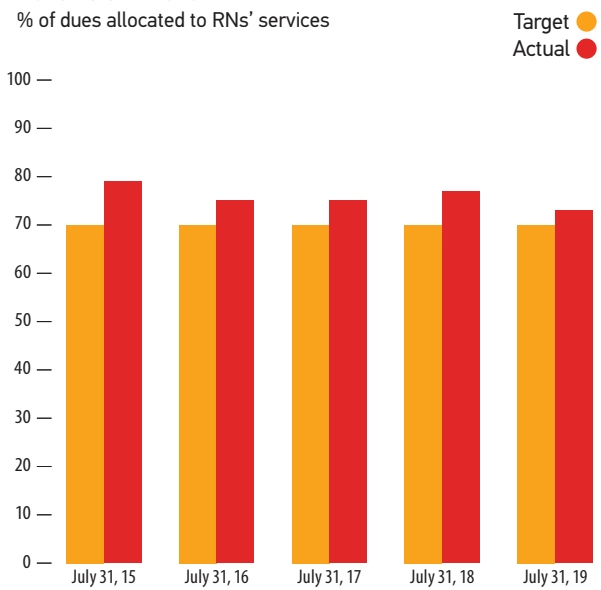
In the 2018-19 fiscal year, we successfully achieved this target, spending just 27% of your dues on the operational expenses of the union.

KPI DUES TO SERVICES ALLOCATION

GOAL: To maintain the percentage of dues income to expenses allocated to providing membership services at 70% or higher.

DUES TO SERVICES

% of dues allocated to RNs' services

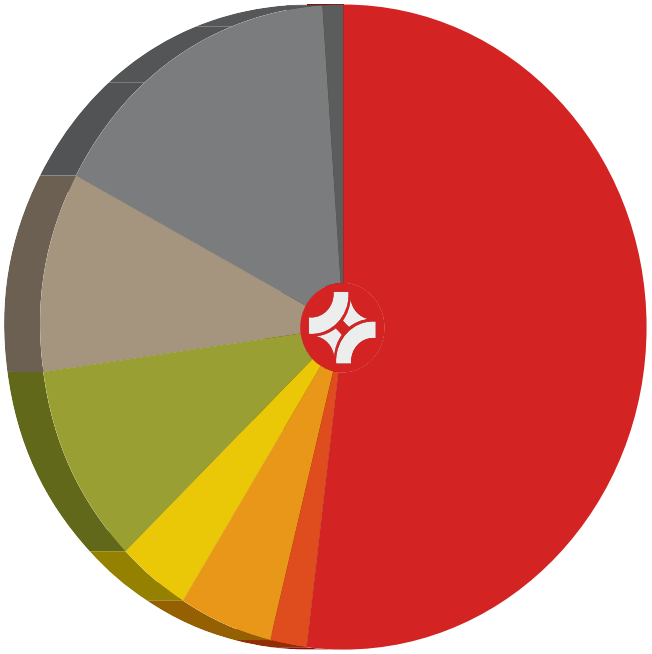


This year we allocated 73% of dues income to membership services. This reflects the importance RNUNL places on membership services and ensuring that members have the support they require.

FINANCIAL FOOTNOTES

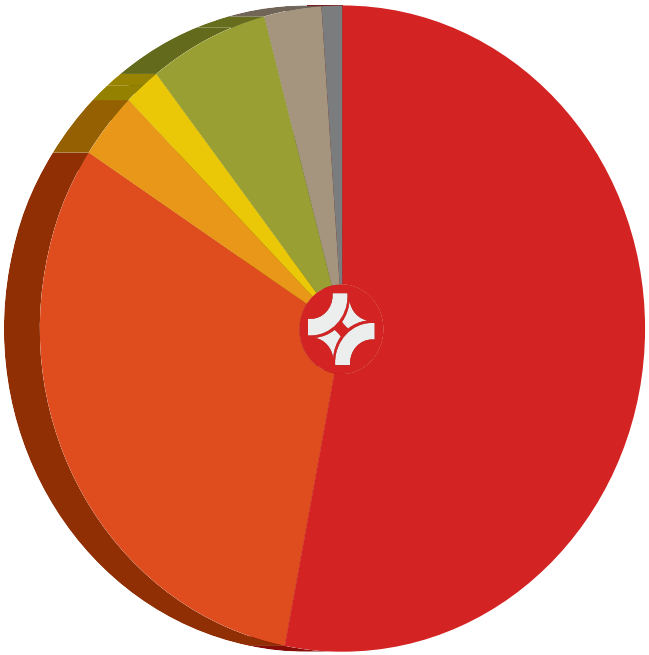
It is important to provide members with a comprehensive breakdown of our finances so you can see how and where your dues are spent in serving you.

The following charts illustrate how your dues are allocated within our primary areas of expenditures.



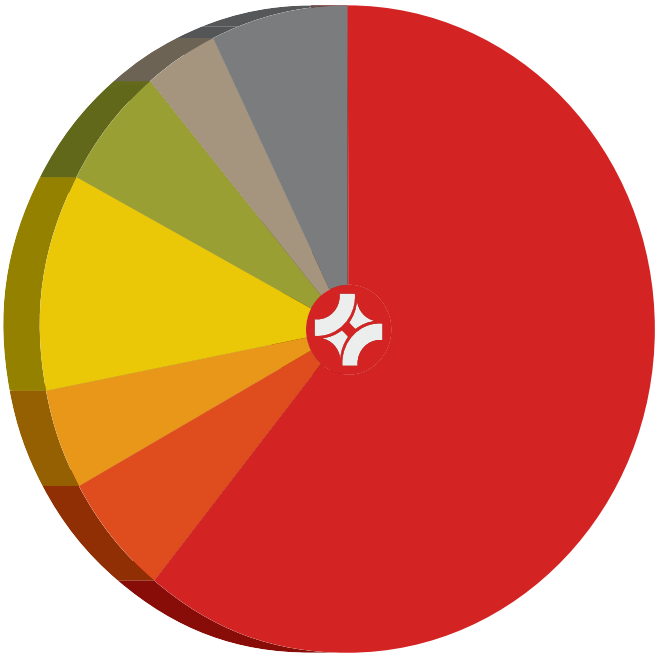
MEMBERSHIP SERVICES—BREAKDOWN

- Membership Support & Advocacy **52%**
- Professional Services **2%**
- Board of Directors & Committees **5%**
- Defense Fund Contributions **4%**
- Education & Communication **10%**
- Labour Affiliations/Conventions **10%**
- RNUNL Conventions & Meetings **16%**
- Bargaining **1%**



MEMBERSHIP SERVICES—SUPPORT & ADVOCACY BREAKDOWN

- Salaries & Benefits: Labour Relations **51%**
- Salaries & Benefits: Executive **30%**
- Travel: Staff **3%**
- Travel: Executive **2%**
- Branch President Support **6%**
- Arbitration & Mediation **3%**
- Branch Funds **1%**



OPERATING EXPENSES—BREAKDOWN

- Salaries & Benefits **61%**
- Professional Services **6%**
- Other **5%**
- Building Maintenance **11%**
- Depreciation **6%**
- Repairs & Equipment Rental **4%**
- Office Supplies **7%**

EXIT
RN
RN
RN
RN