



# ANNUAL REPORT 2021 - 2022



**Registered  
Nurses'  
Union**

Newfoundland & Labrador

## Table of Contents

President’s Letter .....	3
Our Vision and Objectives .....	5
RNU Balanced Scorecard .....	6
Perspective: Champion Members’ Needs .....	8
• Overall Satisfaction	
• Membership Participation	
Perspective: Excel at Service .....	20
• Grievance Resolution	
• Education	
• Service Equity	
• Effective Communication	
• Collective Bargaining	
Perspective: Advocate Health Care .....	30
• Staffing Levels	
• Public Satisfaction	
Perspective: Motivated, Knowledgeable, Client-Focused Staff .....	36
Perspective: Financially Stable and Sustainable .....	38



Branch 3 members at Health Sciences Centre ER, St. John's

## President's Letter

The last few years have been unlike anything we've faced in our careers. The pandemic, worsening working conditions and staffing shortages have pushed our members and health care system to the limit.

I am heartbroken for you, for our patients, clients, and residents.

But as frustrated and defeated as I've felt at times, I've also never been more proud.

I am in awe of the registered nurses (RNs) and nurse practitioners (NPs) of Newfoundland and Labrador.

You are working tirelessly without adequate staffing and supports, without breaks, without knowing when your shift will finish. And whether your physical and mental health will survive another day.

Our members have been on the frontlines of a pandemic for more than two years. You've faced crisis after crisis. RNs are holding our health care system together, going above and beyond in every area of care. But not without a great cost to your own health.

Our annual survey results show 90 per cent of RNs identify as experiencing burnout. You cannot deliver the care your clients, patients and residents need and deserve. Unsafe and unhealthy working conditions are forcing RNs to resign full-time jobs or make the heartbreaking decision to walk away from a career they love.

It's been an incredibly hard year for RNU staff and volunteers as well. The need for support and services has never been higher given the working environments our members face and a health care system in perpetual crisis and transformation.



RNU has been working tirelessly to be there for you, but we know it's not enough. I encourage you to read this report and learn more about the work of your union.

While it's still well below target, you'll see that members' overall satisfaction with the union's performance remained steady this year, which is positive given the year we faced.

Grievance resolution rates slipped in 2021-22 as both RNU and employers struggled with resources and high work volume. You'll note that our staff gave low ratings for communication and satisfaction with RNU as an employer.

However, we did experience improvement in several areas which is encouraging. Your satisfaction with communication from RNU improved. Members are feeling more connected to the union. We continue to experience strong public support and a high level of engagement among volunteers.

This year, RNU undertook several projects to make our union stronger. This includes development of the [2022-24 Strategic Plan](#), Organizational Review, and Internal Communication and Engagement Audit and Strategy. You can learn more about these projects by [watching this update](#) I provided at convention.

We also stepped up our advocacy efforts in a big way in 2021-22. I encourage you to read more about this work on page 9. We made it impossible for the provincial government to deny the extent of our health care crisis. We built high public support to address the nursing shortage and pushed government to act.

Bargaining preparations also took center stage for RNU this year. This round of collective bargaining matters. Will it solve all our problems? No.

The challenges facing the nursing profession are systemic and long-standing. The global shortage of nurses is making the problems we face harder to address. But a strong deal will make the difference between improvement and catastrophe for the health care system.

The challenges facing nursing have reached a level we have never seen before. This contract needs to show RNs and NPs they are valued and respected. This means competitive wages, incentives, and safe workplaces. It means supporting you to provide patient care and have balance in your life. It needs to give us hope.

RNU is calling on the provincial government to come to the table and negotiate a contract that will stabilize nursing and protect patient

care. This is our top priority as we move into 2023.

We will keep pushing back and using the resources we have to fight for a fair contract and action to improve the workplace. But if we want to affect change and achieve an acceptable agreement, we need to stand together. We need your voice. The voices of all RNU members, and the public to advocate loudly for our health care system, and the people who work in it.

Please Raise Your Voice and get your family, friends, and neighbours to stand with you. Visit [www.beyondbroken.ca](http://www.beyondbroken.ca) for ways you can make a difference.

2024 will be our union's 50<sup>th</sup> Anniversary. Nearly five decades ago, nurses stood together to form RNU and create a union dedicated to fighting for RNs and the Newfoundlanders and Labradorians who rely on our care.

We've accomplished a lot in the ongoing fight for fairness and high-quality public health care and remain a highly trusted and respected union in our province.

We have a strong and proud past and we will ensure we have a strong and proud future.

Solidarity,



**Yvette Coffey, RN**

President, Registered Nurses' Union  
Newfoundland & Labrador

## Our Vision

The RNU:

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



Eunice Onodenalore, RN and President of Branch 34, Pleasant View Towers, St. John's

## The RNU 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 RNU staff, the survey results help determine how well we are doing on each KPI. That information is outlined each year in our annual report.

Due to challenges capturing data because of internal staff changeover, several Balanced Scorecard measures are not reported this year. This includes percentage of volunteers who received education within one year of appointment, allocation of labour relations officer resources, and RNU staff training.



President Yvette Coffey presents a donation to the Community Food Sharing Association

Branch 25 members in Brookfield celebrating Nursing Week



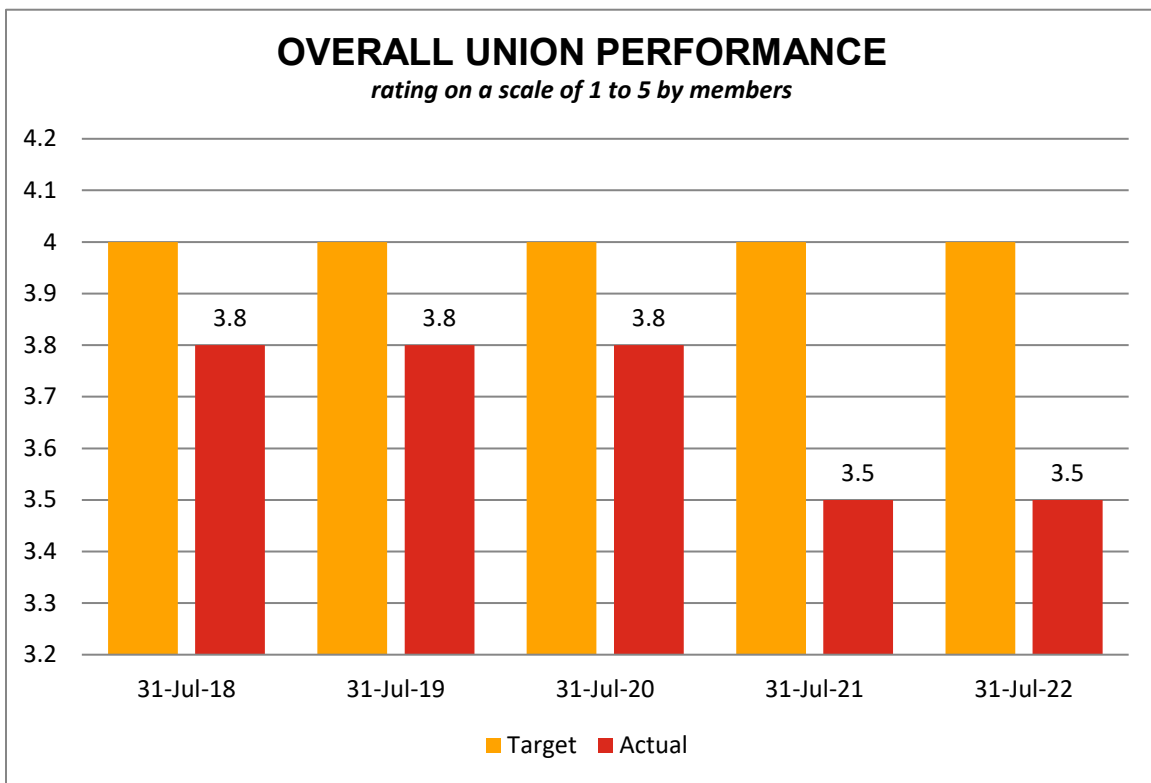
Perioperative nurses in Gander celebrating Nursing Week

## Perspective: Champion Members' Needs

Meeting the needs of registered nurses (RNs) and nurse practitioners (NPs) is our most important function as a union. Each year, we measure overall satisfaction by our members to help gauge how well we are doing.

### KPI Overall Satisfaction

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

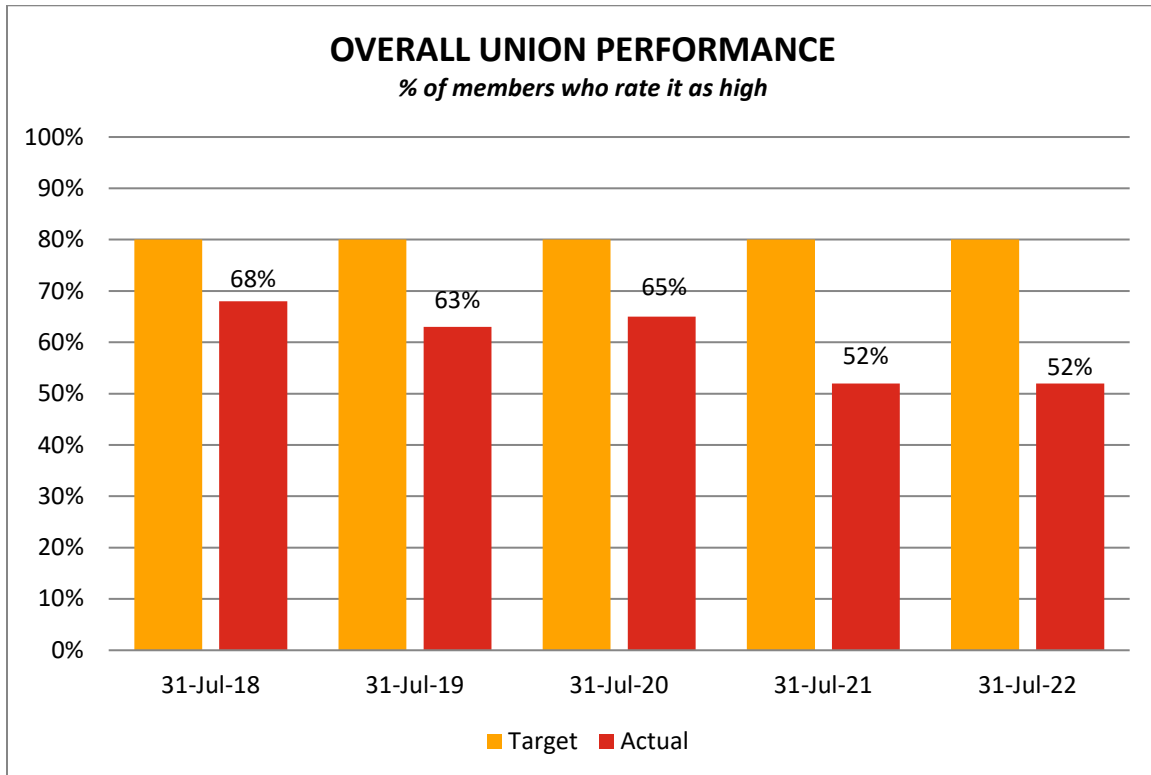


Our overall performance rating remained 3.5 this year. While we've been working incredibly hard and hoped to see this rating increase, we are not surprised by the assessment given the rising challenges facing members in the workplace and the increased demand for union support and services.

Members continue to rate RNU highly in our ability to present a professional image to the public. Results for other topics such as RNU having effective leadership, being a strong advocate for registered nurses and being responsive to members' needs remained on par with 2020-21, while there was a slight increase in perceptions in terms of providing adequate educational opportunities.

## KPI Overall Satisfaction

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



RNU's performance rating had been slipping since 2015. This year it remained on par with 2021.

- 52% of members rated our performance as high, giving us a high 4 or 5 rating on a 5-point scale
- 32% of members gave a neutral 3 rating
- 12% of members gave a low 1 or 2 rating

The nursing shortage and further deterioration of your working conditions has led to a heightened need for membership services and support. We have been working tirelessly to advocate on your behalf.

Some of the actions RNU has taken are outlined in the pages ahead. You can also click [here](#) to watch an update from RNU President Yvette Coffey during our convention.

Given deteriorating working conditions, the rising nursing shortage, and a health care system in crisis, we are encouraged 52% of members continue to recognize RNU's performance as high.

For members who aren't satisfied and rated performance as low (1-3), top reasons included need to negotiate a better contract (25%), inadequate representation/does not support members (13%), and workload/mandatory OT/staffing levels (12%).

About three-quarters of members have seriously considered leaving the nursing profession due to the conditions of their workplace over the past two years, which is higher than in 2021 demonstrating the impact that staffing and workload levels are having on members.

Being overworked and a lack of nursing staff are the two main reasons members feel the work environment has gotten worse. Members also expressed lower morale and being stressed out as another reason for deteriorating conditions.

Members were asked if they had experienced any sort of workplace violence in the past month. Only 8% of members haven't experienced some type of abuse/harassment in the past month, with the most common being verbal abuse and emotional abuse.

Seventy-seven per cent indicated there are permanent or temporary nursing vacancies in their workplace.

The concerns members express about their workplace are not unique to Newfoundland and Labrador. Nurses across the country and around the world are at their breaking point. While the RNU Board of Directors, staff and volunteers are working vigorously to address concerns and advocate for change, we know you continue to face unhealthy and unsafe working conditions.

## WHAT WE'RE DOING

We advocate every day for our 5,300 members. RNU is fighting to improve staffing and create healthier workplaces. At all levels of RNU – the provincial office staff, your board of directors, and union volunteers – we are working hard behind the scenes, bringing your concerns and calls to action to employers and government, and raising public support. Highlights of our advocacy work in 2021-22 include:

**Day of Action:** On September 17, 2021, RNU took part in a National Day of Action with nurses' unions across the country. Our volunteers organized rallies in 15 communities. There was an incredible turnout of members and supporters. We sent a loud and proud message that we are done asking for action on the nursing shortage.

**Political Action:** RNU is making sure political leaders are informed and taking action. Union leadership met several times with Premier Furey and the Ministers of Health and Community Services Tom Osborne and John Haggie in 2021-22. RNU also held a series of meetings with MHAs and opposition parties. President Yvette Coffey, Executive Director John Vivian, as well as members of RNU staff, also meet regularly with the deputy minister and other officials from the Department of Health and Community Services.

While we built stronger relationships and secured several commitments this year, projects were slow to move forward and factors such as COVID-19 and the cyberattack often diverted government time and attention.

**Media Campaign:** In November 2021, RNU launched phase two of its awareness campaign, *More than an RN, Less than Enough*. The campaign included billboards, bus shelters, as well as television, social media, and digital ads. The campaign was a pointed and purposeful call to action, highlighting the reality of the urgent crisis for RNs, NPs, and patient care. Research shows the ads caught public attention, and were seen as powerful, believable, and unique. During the 12 weeks the campaign ran on social media, we captured 7,851 social engagements, such as likes, comments, or shares. There were 17,086 visits to the [morethanrn.ca](https://www.morethanrn.ca) campaign website and 589,000 completed video views. The campaign increased awareness of the nursing crisis and set the stage for RNU's next campaign, [Beyond Broken](#), which takes an even stronger tone and approach.

**Think Tank:** We successfully lobbied government to hold a Think Tank to come up with short term solutions to improve retention and recruitment. The Think Tank took place virtually on April 4-5. It was the first time everyone – from the frontline all the way to CEOs – gathered in this format to discuss the challenges facing nursing. More than 150 people participated in the Think Tank, including RNU members, RNU Board of Directors and staff. Schools of Nursing, CRNNL, NLNPA, nursing students, managers, staff, and senior officials from the regional health authorities (RHAs) and various provincial government departments also participated. The Think Tank featured a panel of RNU members who shared heartbreaking stories about the impact of staffing and working conditions on their wellbeing, work life balance and patient care. Linda Silas, president of the Canadian Federation of Nurses Unions, provided a keynote address. Yvette, Premier Furey and Minister Haggie also provided remarks and openly acknowledged the scope of the challenges facing nursing and the urgency to find solutions. More than 700 RNs and NPs completed a Think Tank survey. The results were presented during the Think Tank and helped guide discussions. Several incentives resulted from the Think Tank, which are outlined below.

**Media:** RNU President Yvette Coffey is constantly in the media to create awareness, build public support and push for solutions to the challenges you face. RNU was featured in more than 100 provincial and national media stories in 2021-22. This includes two appearances on NTV Issues and Answers and an in-depth piece with [CBC Investigates](#) in July, which focused on the use of agency nurses and the dire state of nursing. We will continue to use every opportunity to raise our voice on behalf of members and patient care.

**COVID-19:** Each time a wave hit in 2021-22, our attention shifted to pandemic response. Health care projects and work with the provincial government and RHAs stalled while the whole system focused on COVID-19. Your safety was our concern, including appropriate PPE, vaccines, support during outbreaks, and staffing concerns.

**Nurse Practitioners:** RNU continues to advocate for stronger utilization of NPs in our health care system. This includes lobbying for NP-led clinics, supporting NPs to work to their full scope of practice, and mechanisms such as third-party billing.

**Violence:** RNU has been leading the charge to create a provincial health sector safety council to address violence, high injury rates and injury prevention. Health unions, the Newfoundland and Labrador Federation of Labour, and Workplace NL are engaged, and we are now working to secure the support of the RHAs to create the council.

**2022-2024 Strategic Plan:** Last fall, RNU released its [2022-2024 Strategic-Plan](#). The plan describes how RNU will rise to meet the opportunities and many challenges that face our members and union. Our Strategic Plan outlines how we will be there for RNs and NPs, defend your rights, and build a better future for nursing in our province. The Strategic Plan has 31 actions that fall under three main strategic directions:

- Enhance and protect the roles and lives of the registered nurse and nurse practitioner;
- Strengthen RNU’s capacity to serve our members; and
- Navigate and respond to the changing health care and political environment.

**Organizational Review:** RNU is taking steps to ensure we meet your needs, while also supporting our staff and volunteers. For the first time since 2004, your union is completing an Organizational Review to assess our volunteer structure and resources within provincial office. The review began last spring and will carry into the new year. Recommendations from the Organizational Review will be implemented in 2023 and 2024.

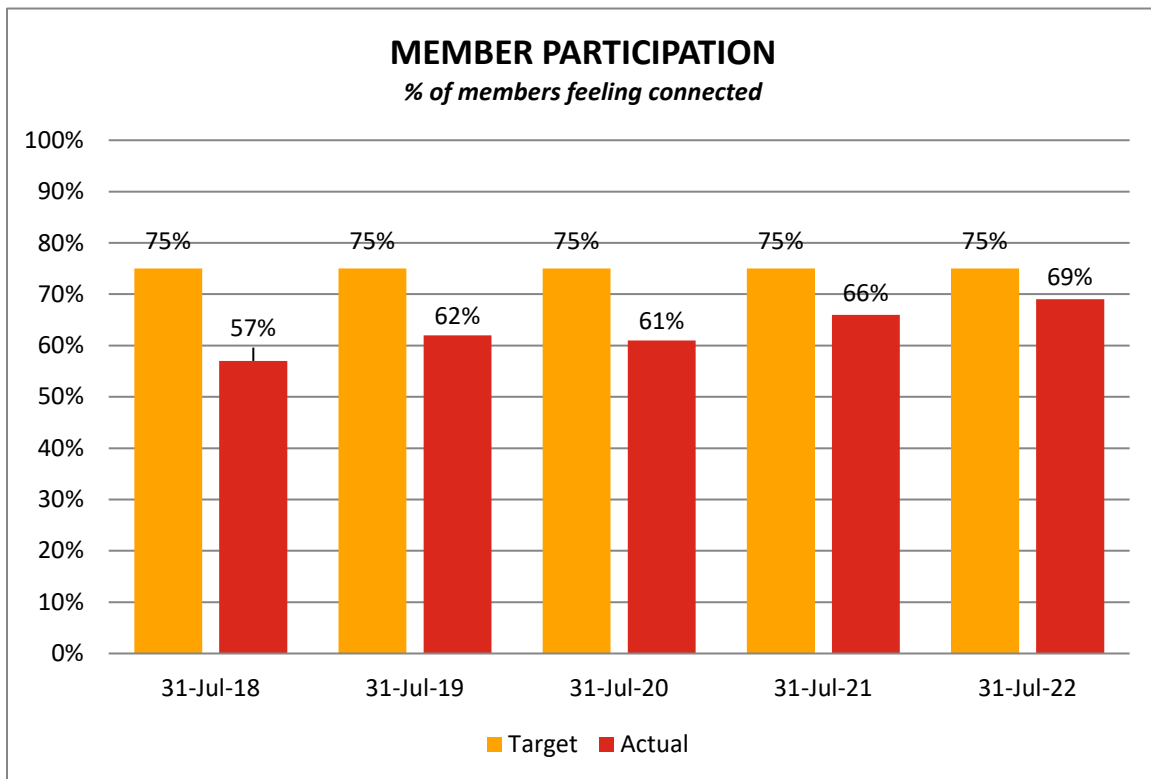
## OUTCOMES

Many improvements must be made before RNs have safe and healthy workplaces. However, we are gaining some traction. RNU’s advocacy work helped secure several commitments to improve staffing and address recruitment and retention in 2021-22.

- 25% increase in seats at the Schools of Nursing
- Provincial recruitment campaign, [Extraordinary Everyday](#)
- Sign-on bonus reinstated
- Bursaries now offered to third year students (vs only fourth years)
- Come Home 2022 recruitment bonuses
- Request for proposals issued for the Provincial Health Human Resource Plan
- Establishment of a new government office for health professional recruitment and retention
- Request for proposals issued to conduct workforce research jointly with the provincial government
- Request for proposals issued to conduct the Core Staffing Review
- The Think Tank led to millions of dollars of incentives outside of collective bargaining for our members, as well as a range of health care providers. The following benefits were secured for RNU members through the Think Tank:
  - Double rate overtime from July 25, 2022 to January 31, 2023
  - Child care pilot project
  - Retention bonus (\$3,000)
  - Signing bonus for casual RNs (\$3,000)
  - Provincial self-scheduling guidelines
  - Travel locum premium (\$25 per hour)
  - Reimbursement of licensing fees for retired RNs
  - Mental Health Working Group

## KPI Member Participation

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



It's important for our members to feel connected to their union - to the priorities we set and to the work we do on your behalf.

This year, the number of members who feel connected to RNU increased to 69%.

**This marks the highest level of connection since we began reporting this metric in 2017.**

Despite how frustrated, exhausted, and angry our members feel given their working conditions, they feel connected to RNU and know we are fighting for them.

Members said they feel connected because of strong communication from RNU including email, social media, and newsletters (27%), followed by being able to call/email union and receive support (16%), and knowing RNU is there advocating for you and supporting you (16%).

We are stronger together. Improving member engagement remains a key priority for the board of directors. This year RNU will conduct an Internal Communications Audit and Strategy that will explore opportunities to improve communication and engagement with our members.

### Engagement on Digital, Traditional and Social Media:

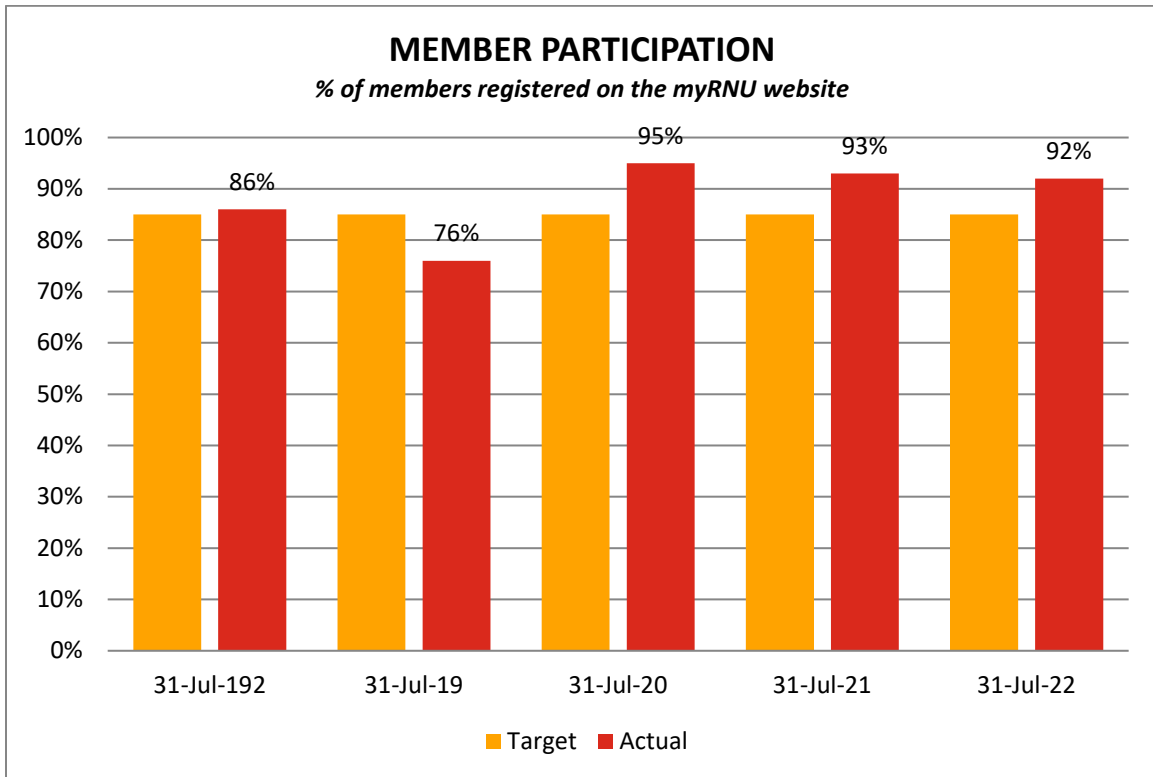
- 98% read email from RNU
- 93% saw RNU in the news
- 92% saw one of our ads
- 89% saw a post from RNU on social media

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

- 35% contacted a member of the branch executive
- 40% attended a union or branch meeting
- 32% contacted a Shop Steward
- 35% contacted a Labour Relations Officer
- 16% contacted a regional representative/member of the board of directors
- 16% posted on the myRNU discussion forum
- 14% contacted an RNU executive board member (such as the Provincial President/VP/Treasurer)

### KPI Member Participation

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

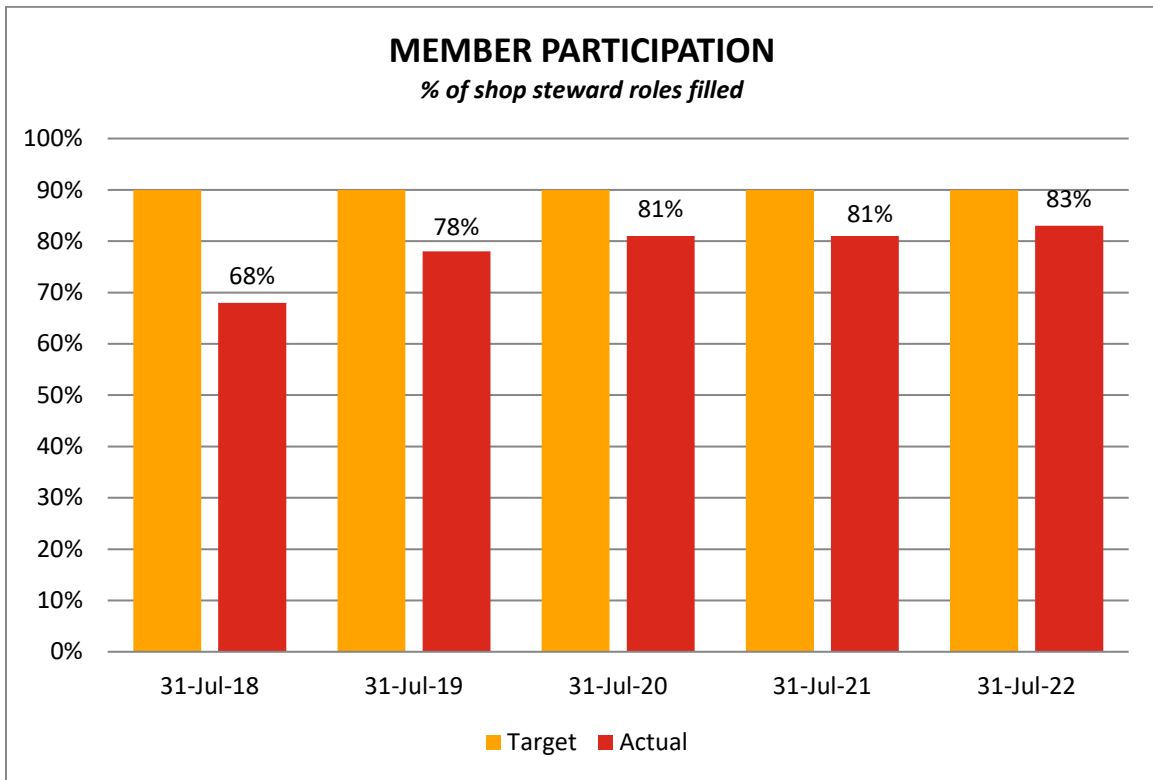


Our records show that 5,040 members have a myRNU account, an increase of 176 users from last year.

myRNU continues to be a vital communications tool, offering a way to share information and communicate directly and privately with members and volunteers.

### KPI Member Participation

**GOAL:** To have 90% of shop steward roles filled.

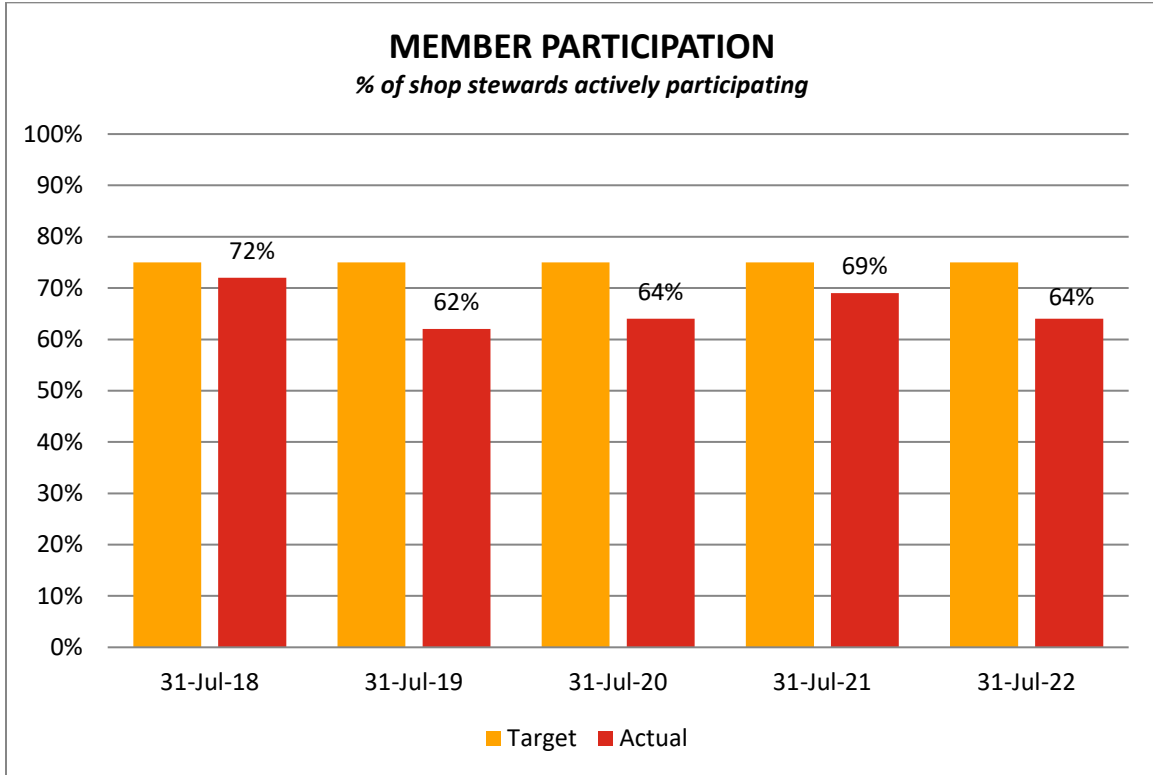


Every year we monitor the number of volunteer roles that are filled. This helps us gauge and track whether we have a strong union presence in the workplace.

Shop stewards are liaisons between members and their employers. They provide guidance to members in matters relating to the collective agreement and assist in resolving workplace issues. This year, our shop steward numbers remained level with 83% of positions filled. The good work being done at the branch level to encourage union participation and to mentor representatives is reflected in this number.

## KPI Member Participation

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



Shop stewards offer essential support 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.

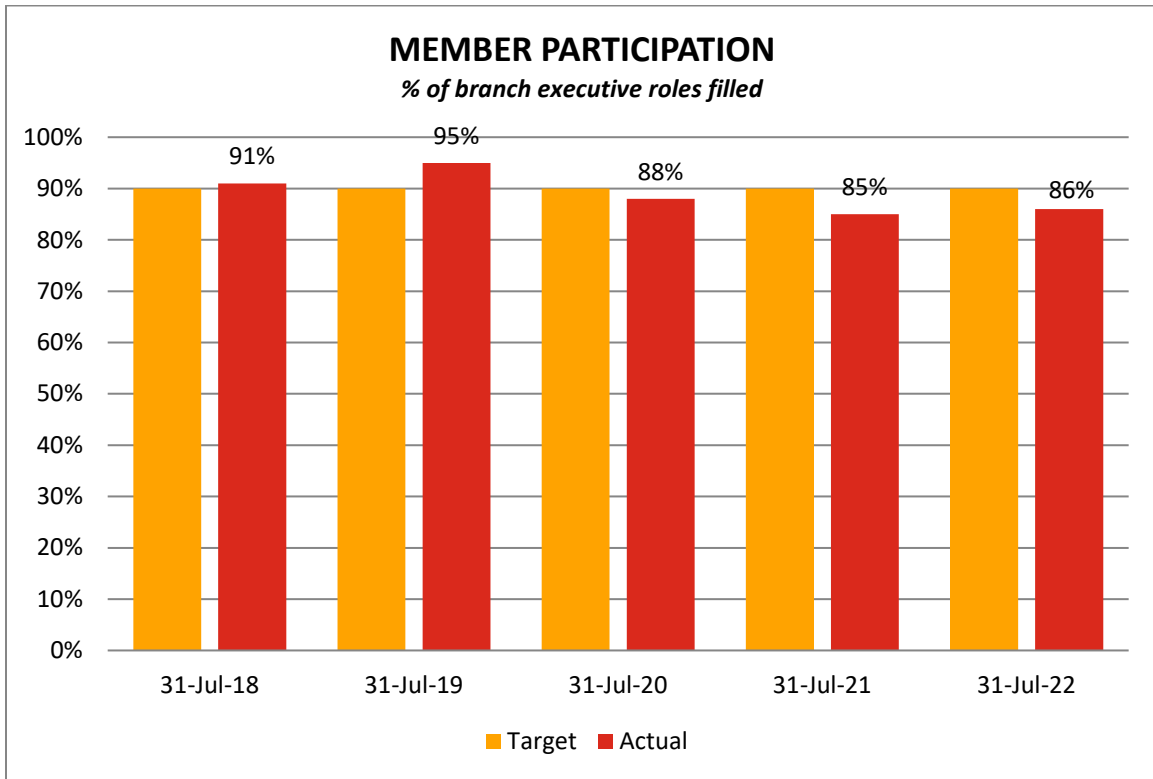
This year, 64% of shop stewards reported they were active in their role. Our goal is to help volunteers be confident and active in their role. This means ensuring shop stewards get the right tools and support.



Branch 5 RNs showing their support for Ukraine; Branch 11 RNs celebrating World Kidney Day

## KPI Member Participation

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



Branch executives play a significant role in our union. 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.

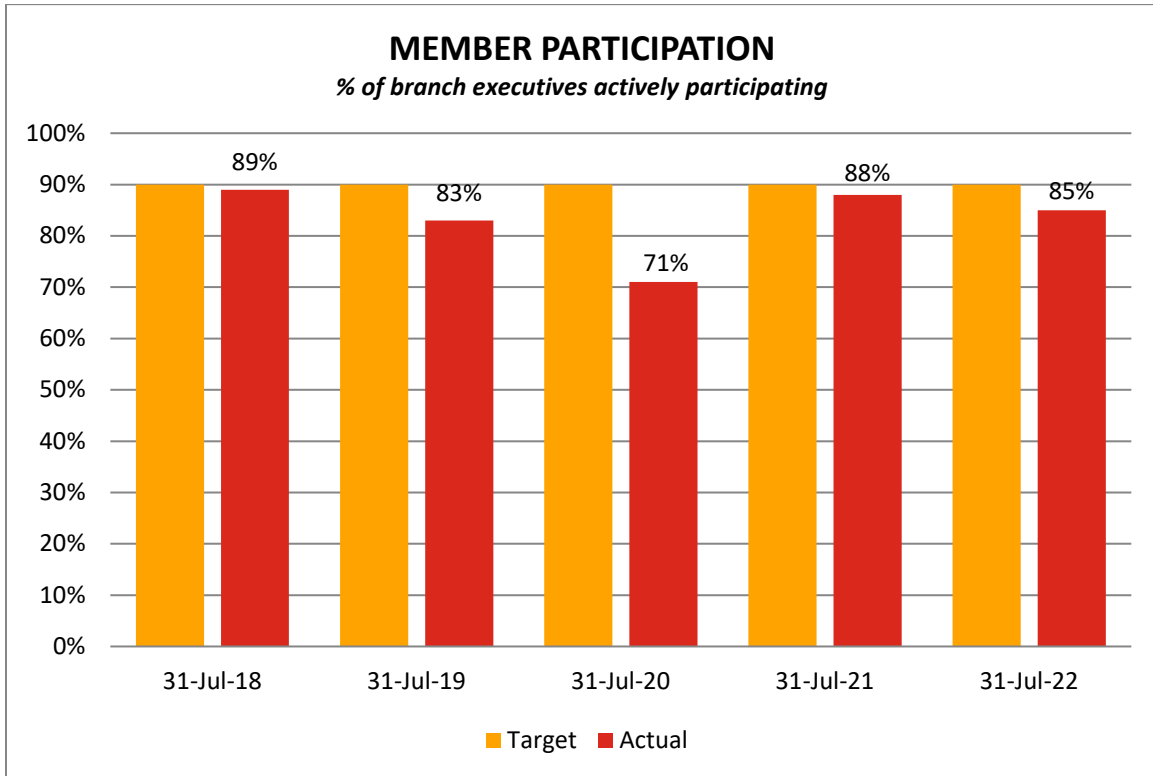
This year there was a slight increase with 86% of branch executive roles filled. We're just under our goal of 90%. This is encouraging especially since it's been an incredibly challenging time for volunteers due to staffing issues and deteriorating working conditions.



RNs and NPs in St. John's participating in a National Day of Action | Sept 17, 2021

## KPI Member Participation

**GOAL:** To have 90% 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.

It is encouraging to see participation among branch executives remained high with 85% reporting they are active in their roles. As well, 99% of branch presidents report they are active in their roles.

Branch presidents and executives are doing incredible work on the ground in workplaces throughout the province. We want to fully support branch executives to thrive in their roles and develop the necessary leadership skills. We will continue to look for opportunities to engage our volunteers and cultivate feelings of value and confidence.



Branch 8 RNs and NPs in Gander participating in a National Day of Action

RNU President Yvette Coffey speaks to future RNs at MUN's Crest Ceremony for first-year nursing students

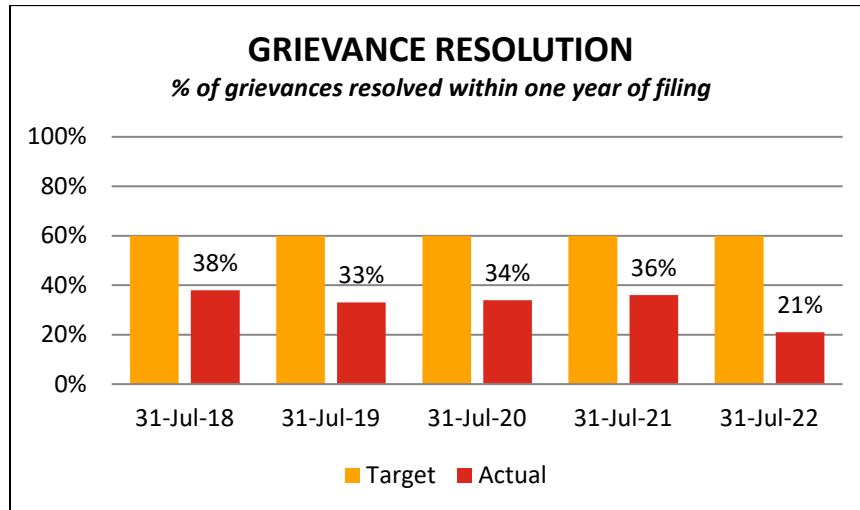


Government announces short-term incentives to retain RNs as a result of the Nursing Think Tank

# Perspective: Excel at Service

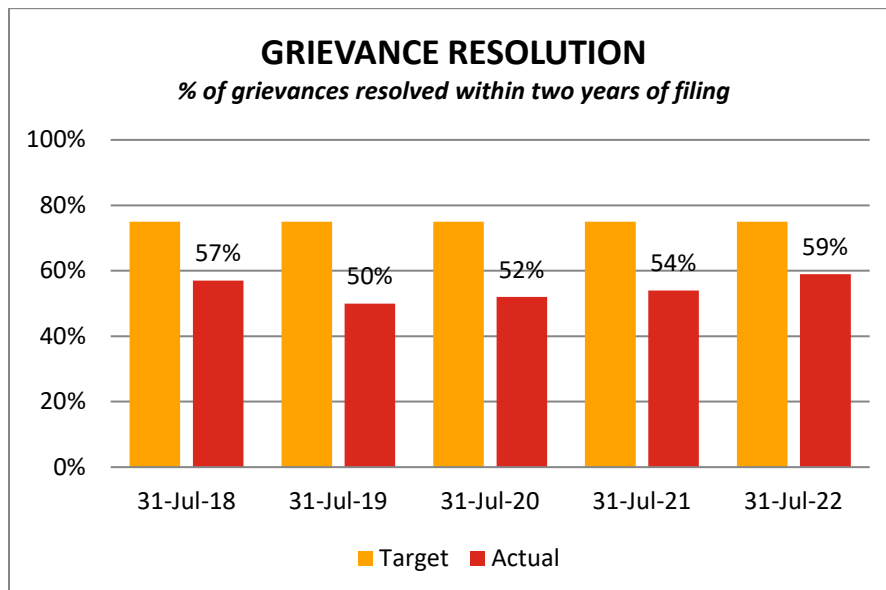
## KPI Overall Satisfaction

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



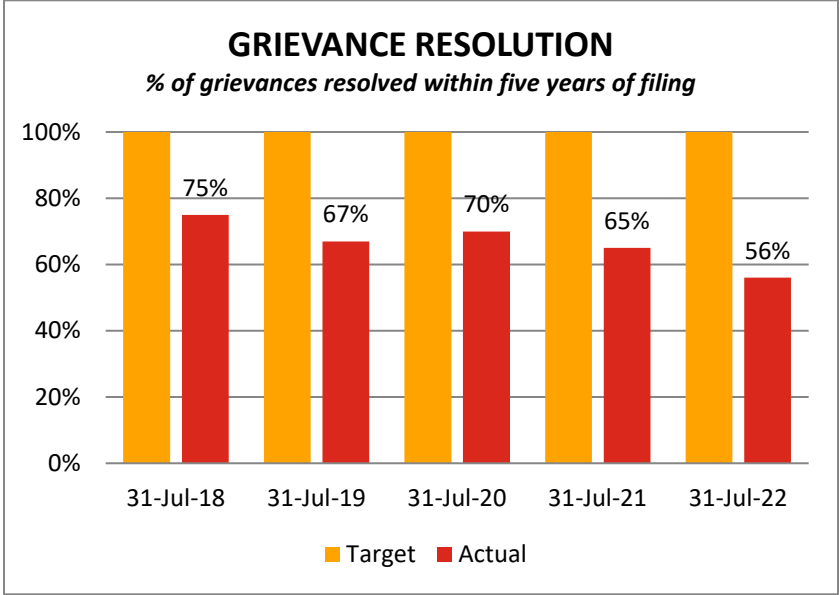
## KPI Overall Satisfaction

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

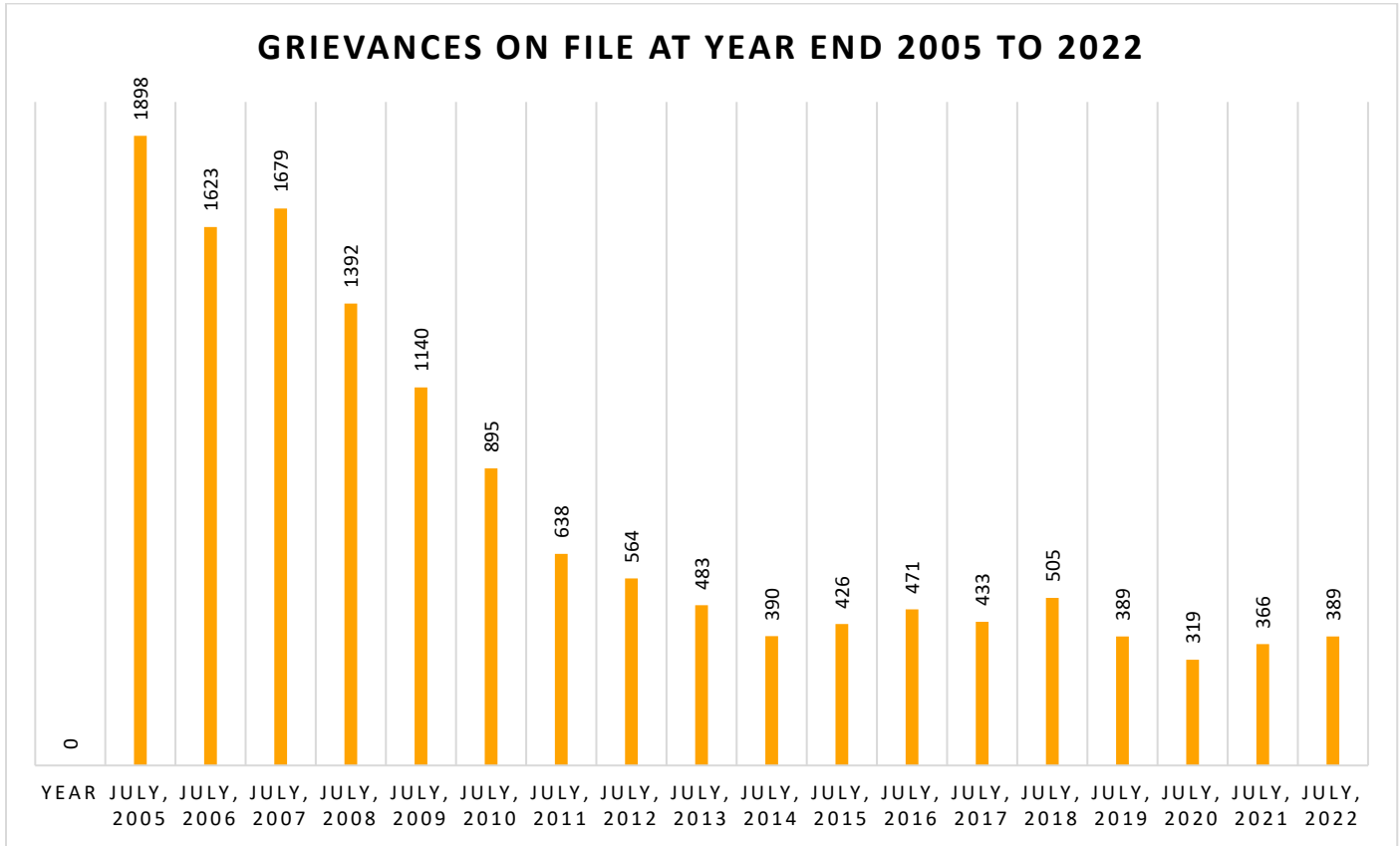


## KPI Overall Satisfaction

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



## COMPARISON – NUMBER OF FILES AT YEAR END



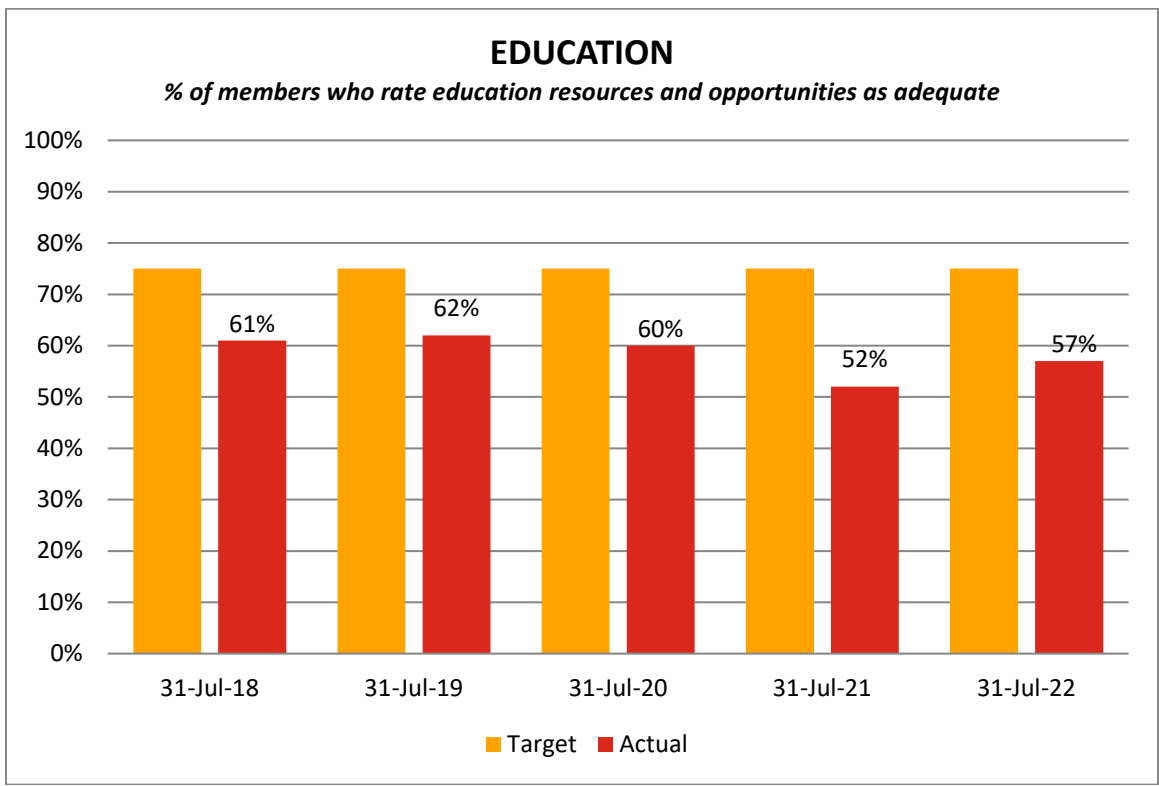
As you can see in the charts above, our grievance resolution rates decreased for the one- and five-year indicators.

At year end on July 31, 2022, there were a total of 389 outstanding grievance files. This is the second consecutive year we experienced an increase in total outstanding grievance files. This was not unexpected due to waivers of grievance time limits as a result of COVID-19, unavailability of human resource personnel on the employer side, and staffing challenges within our own labour relations team. Many of the outstanding files are grievances by employees who haven't been released to begin new jobs. The number of these files continues to rise as staffing challenges remain high.

Toward the end of 2021-22, RNU created an additional LRO position. We are now hiring another temporary LRO position for one year to help address high workload. With additional resources, we anticipate that grievance results will improve in 2022-23. During bargaining, RNU will review the results of the Early Intervention and Grievance Process that was implemented in all regional health authorities following our last collective agreement. We believe this process had a positive impact by offering a mechanism to resolve conflict at the lowest level and in a timely manner.

### KPI Education

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



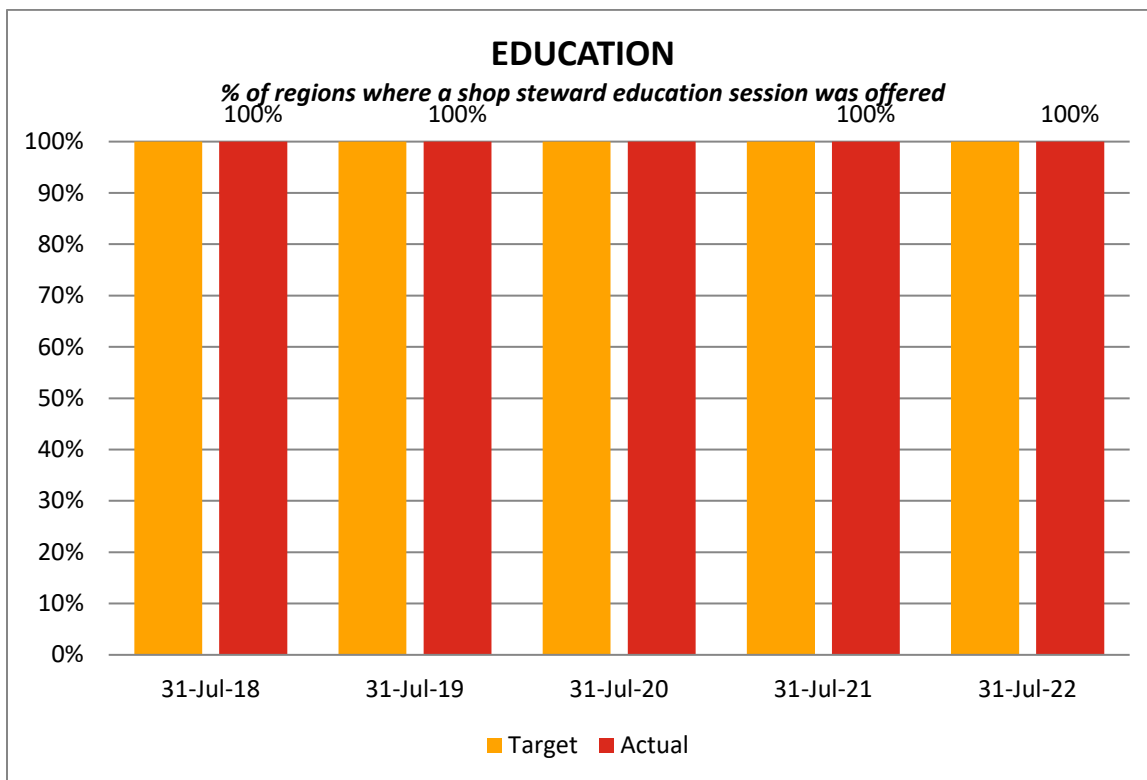
RNU aims to provide members with valuable education opportunities that are timely and support our members' professional development and union involvement. This year, member satisfaction with education resources and opportunities increased to 57%.

Offering education opportunities to the wider membership has always been challenging given the limited resources of our staff. Our primary focus for education has always been to support our volunteers. In 2023, RNU will complete an education review and assess needs of volunteers and members.

In the meantime, RNU is sharing Collective Agreement Interpretations and education resources more frequently on social media. Education sessions offered to our volunteers are also recorded when possible and shared on myRNU so that all members can access the material.

### KPI Education

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

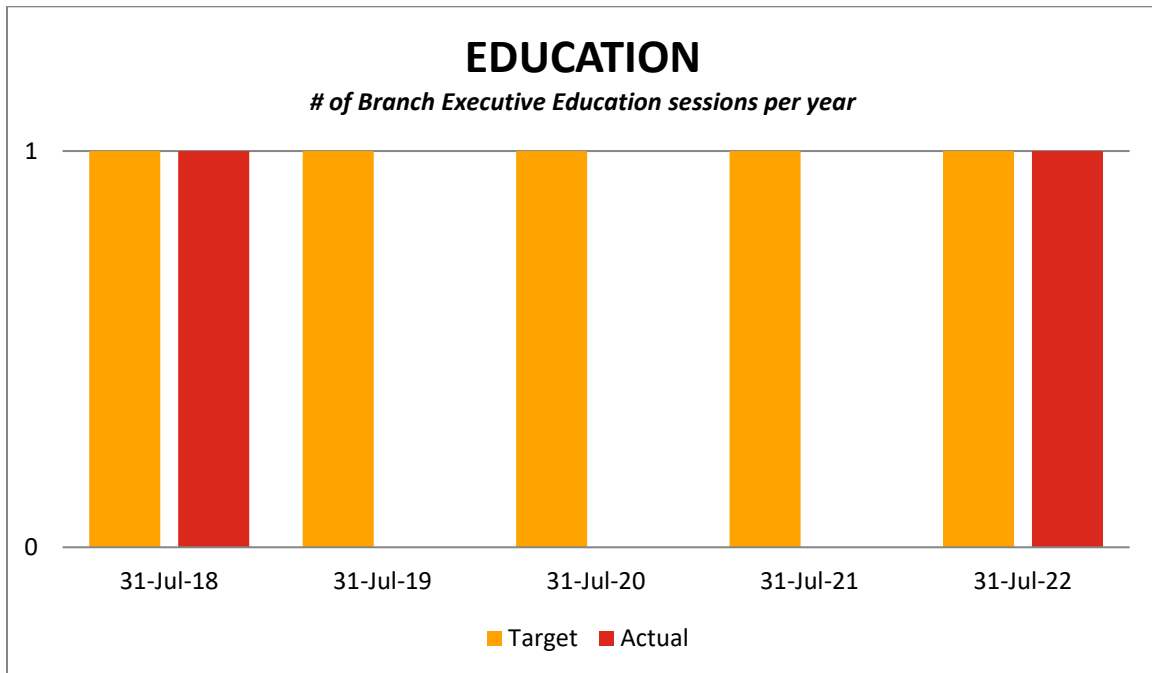


We continue to support shop stewards by offering online training resources. This includes education sessions using Padlet, an interactive digital platform where users can access documents, videos, presentations, and more.

RNU hoped to offer in-person Shop Steward Education this fall. However, this was not possible given LRO staffing challenges. We are working on a schedule now for 2023.

## KPI Education

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



We're committed to providing branch executives with the information they need to perform their leadership roles. In April, RNU was thrilled to offer virtual Branch Executive Education. This marked the first time we were able to offer an education session to this audience since the pandemic began.

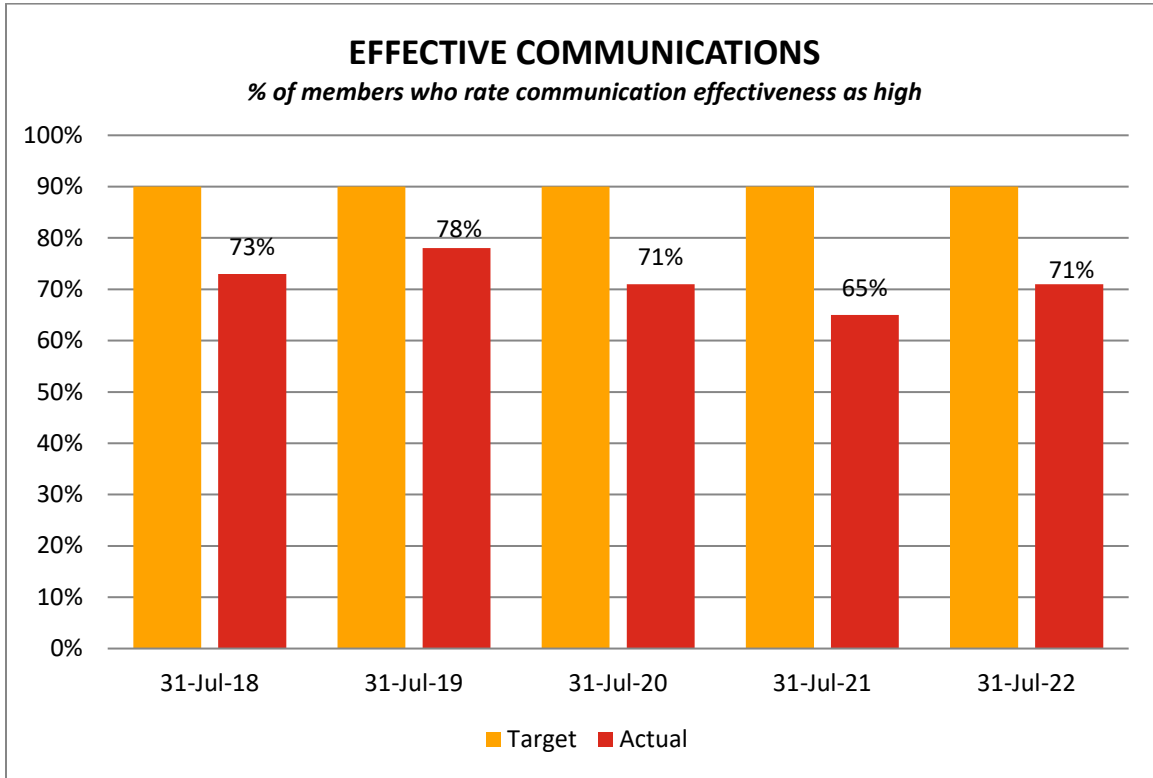
Approximately 40 branch executives took part in the session. The agenda included labour relations content, important RNU policies and constitution information, branch executive roles and branch finances. Videos of the training sessions were posted in "Resources" on myRNU, making them available to all volunteers and members.

### Evaluation results found:

- 64% rated the day as "excellent", the remainder rated it "good";
- 55% said it was their first time attending Branch Executive Education; and
- 73% prefer in person education (14% prefer online and 9% have no preference).

## KPI Effective Communications

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



Communication services provide a critical function for RNU. Through various communication practices and tools, we keep members, staff, and stakeholders updated and engaged in union activities and decisions. Effective communication is strongly correlated with the success of our union.

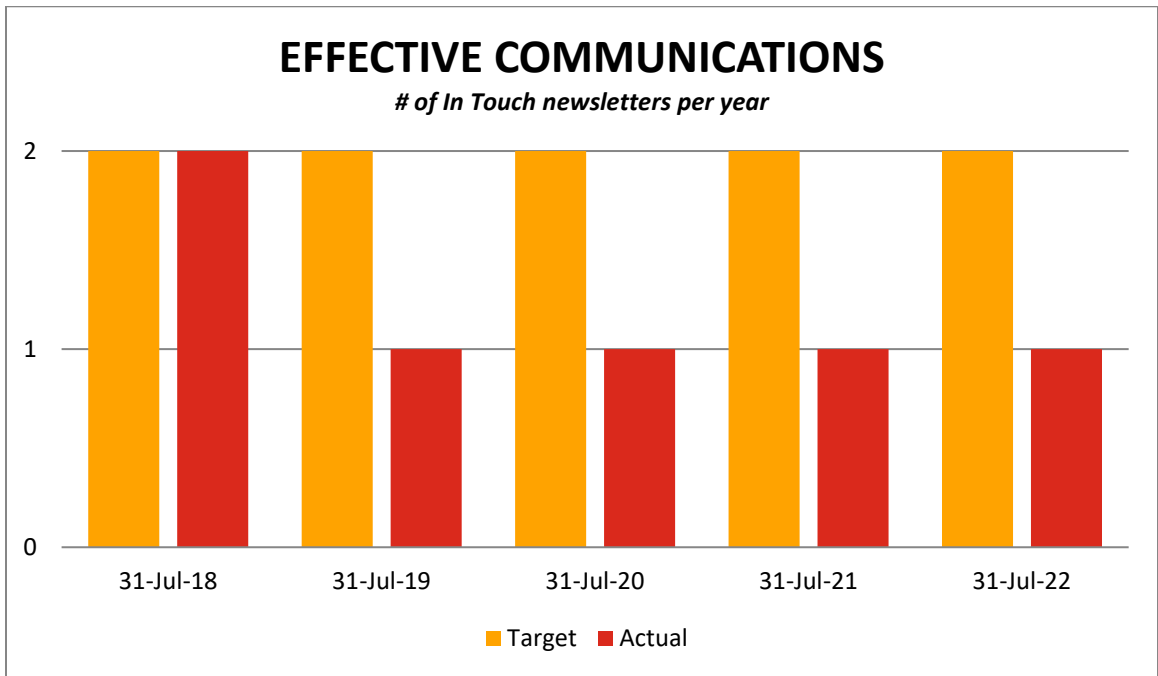
Overall, members continue to be pleased with the communication provided by RNU. In 2021-22, over two-thirds of members (71%) rated communication effectiveness as high. Email was the top information source at 76%. Other top mentions included RNU social media channels (57%), myRNU (36%) and media coverage (29%).

In May, RNU made the temporary Digital Communications Coordinator position permanent. The new staff person is working with our Communication Specialist to improve internal and external communications. This role is also offering more support to volunteers to connect and engage members at the branch level using technologies such as videoconferencing.

We're happy to see an increase in overall satisfaction this year and hope to build on this in 2022-23. As noted earlier in this report, RNU is completing an Internal Communication and Engagement Audit and Strategy. This audit will review communications and engagement of all internal audiences and guide our future communication efforts.

### KPI Effective Communications

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



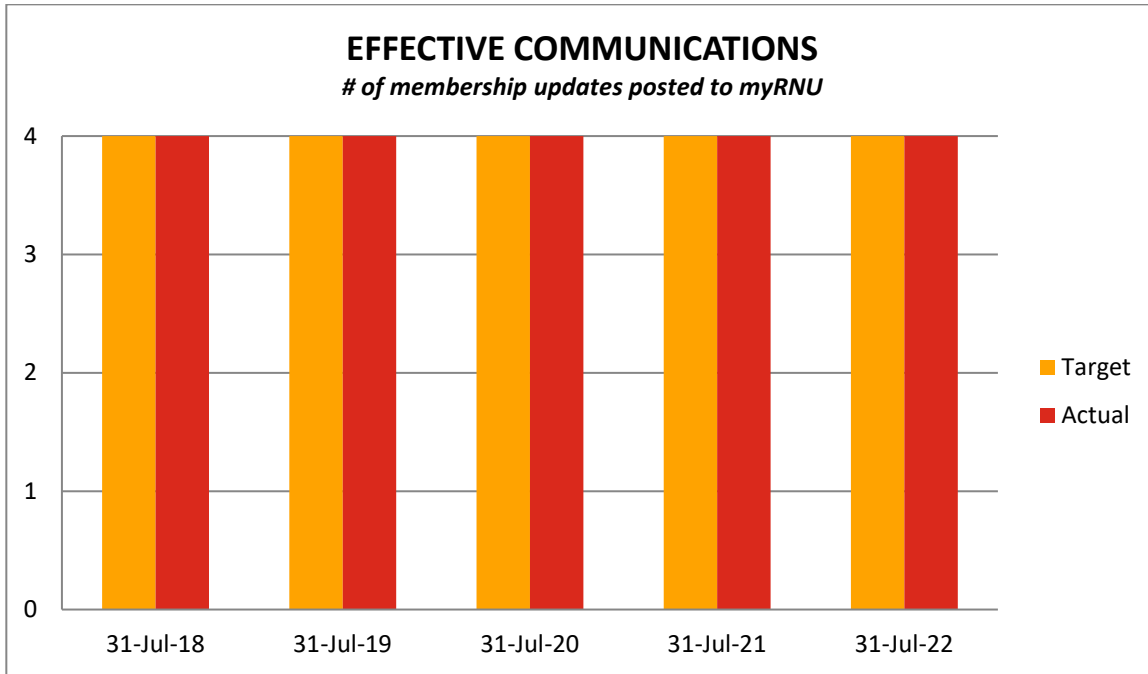
Since the '90s, our *In Touch* newsletter has connected members with education, news, and updates from their union. This year RNU's *In Touch* newsletter was redesigned to meet the needs of members in an increasingly digital and data-driven world.

The transition from a printed newsletter to a digital publication is a move 84 per cent of our members supported. With printing and distribution eliminated, we're able to save time and costs while reducing our carbon footprint.

RNU's goal has been to distribute two *In Touch* newsletter annually. Now that we have a digital format, along with a Digital Communication Coordinator, we are committed to improving and meeting our goal.

## KPI Effective Communications

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



Member updates are posted on myRNU throughout the year, including information on collective bargaining, news, events and more. This year, we posted 148 news items on myRNU, as well as quarterly RNUpdate emails which link to items on myRNU.

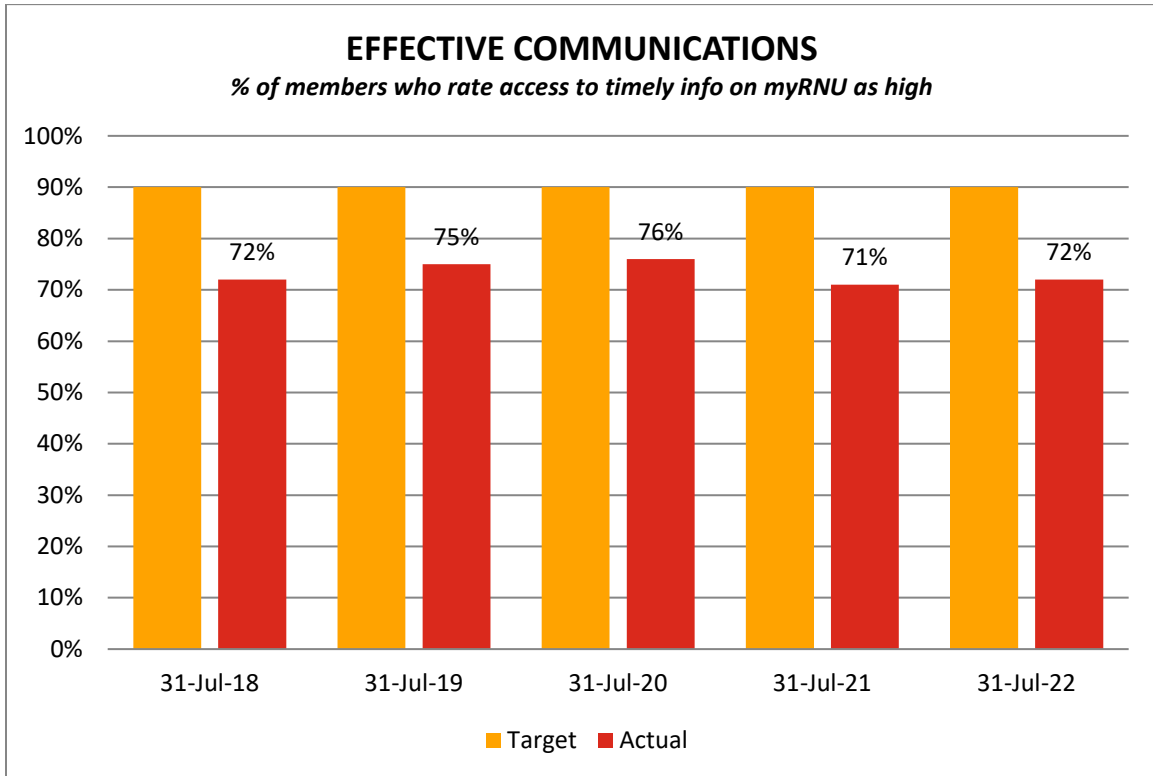
Based on member feedback, we know that myRNU is a valuable tool to share information and news with our members. Seventy-two per cent of members indicate they are satisfied with myRNU as a communication tool.



RNU President Yvette Coffey speaking with media | March 2022

## KPI Effective Communications

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



In 2021-22, 72% of members rated access to timely information on myRNU as high. In our recent survey, 84% of members reported they had visited myRNU. Members reported their top reasons for visiting myRNU as looking at the collective agreement, visit the discussion forum, and read RNU news.

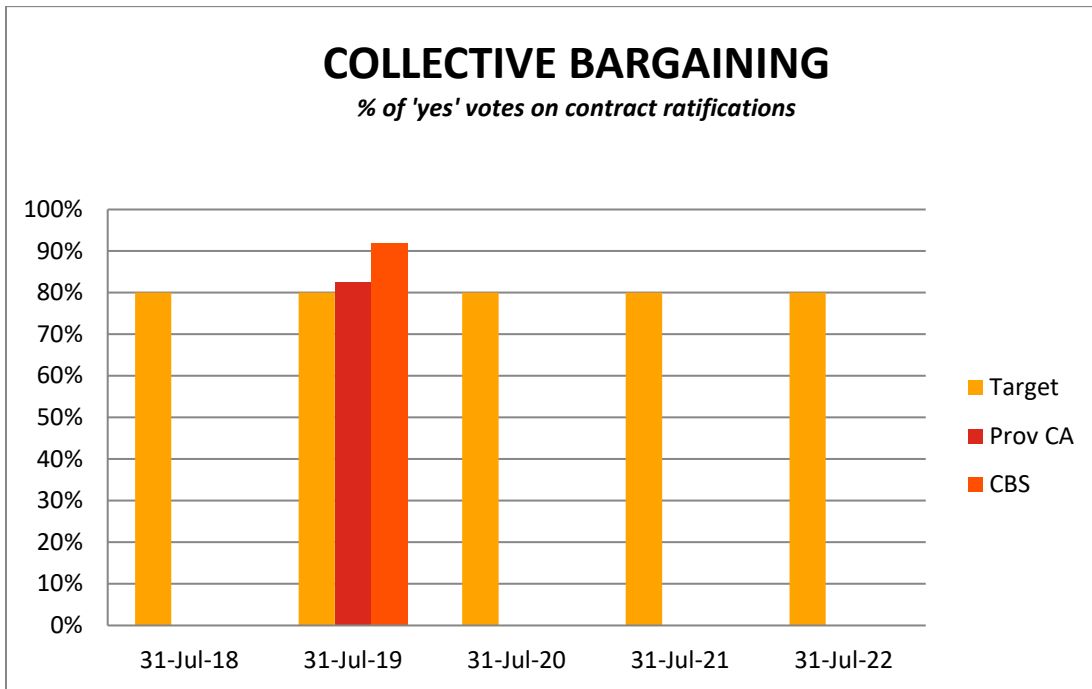
Members who accessed myRNU were also asked what they liked best about myRNU. The top answers were ease of use and accessibility. Most felt the app was relatively easy to use with 31% responding *very easy* and 57% indicating it was *somewhat easy*.

## KPI Collective Bargaining Successes

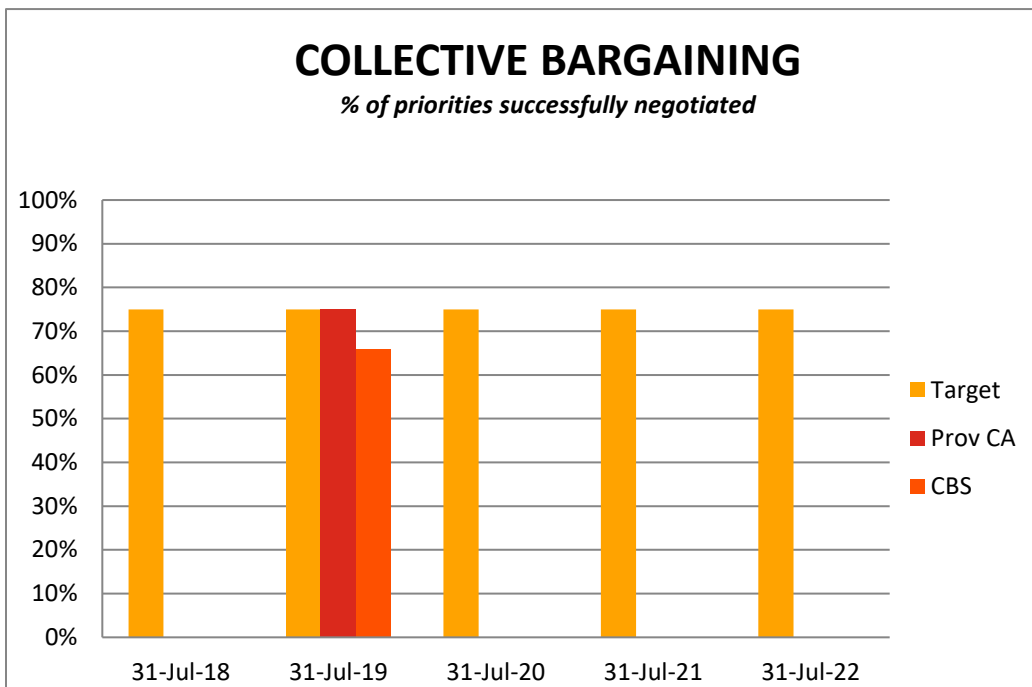
The primary purpose of RNU is to negotiate a fair collective agreement that protects the rights of members, individually and collectively. In each round of bargaining, we look to members for input on negotiation priorities and strategies. RNU reports on how well we perform during contract negotiations each year by measuring contract ratification votes in order to determine whether top priorities were addressed.

There were no contracts negotiated this year so there are no results to report for the following two goals.

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



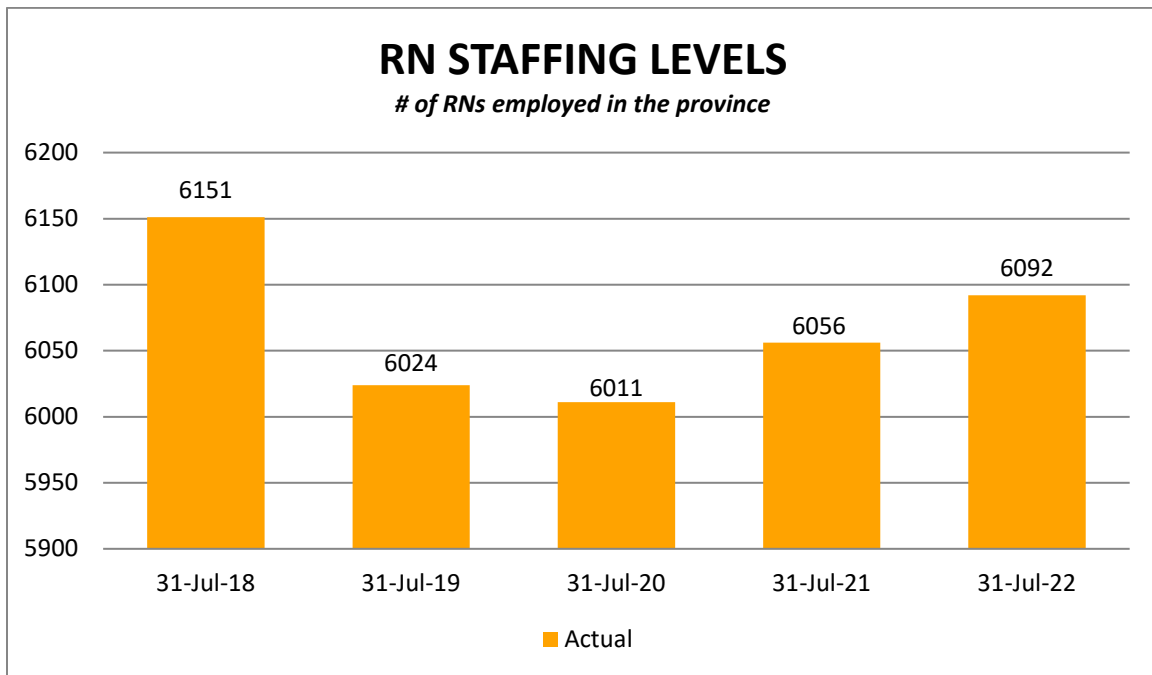
**GOAL:** To successfully negotiate improvements in 75% of the top priorities identified by RNs.



## Perspective: Advocate Health Care

### KPI Staffing Levels

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



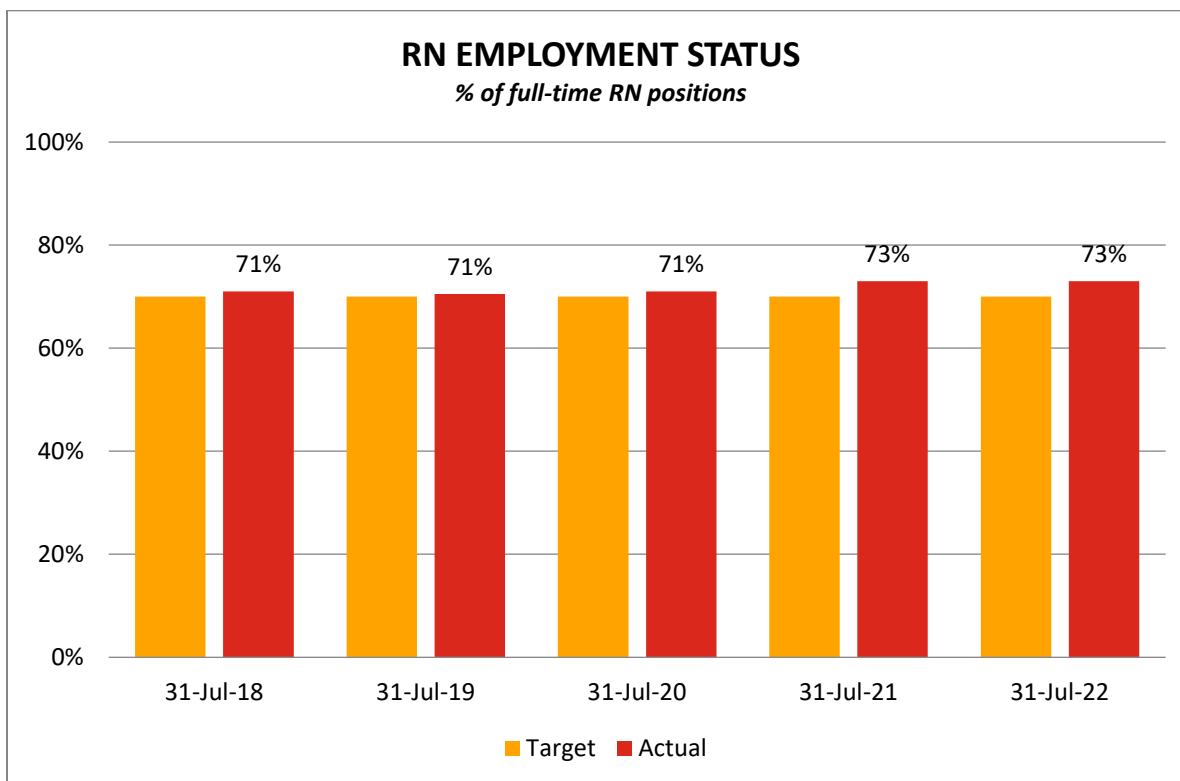
We monitor staffing levels in the province by reviewing annual licensure data from the College of Registered Nurses of Newfoundland and Labrador (CRNNL).

In 2021-22, the number of RNs employed in the province was 6,092. This number includes NPs, as well as managers. It does not include the RNs who returned with emergency licenses to support the pandemic response. While it looks like the number of RNs employed in Newfoundland and Labrador increased by 36, other indicators including the experience of our members and vacancy data from the regional health authorities paint a different picture of staffing levels.

There were more than 600 RN vacancies as of October 2021, which is a 114% increase in two years. We anticipate vacancies are now much higher and continue to request an update. The CRNNL data is also not reflective because it includes every RN with a license to practice in NL, including those working privately and outside the RHAs.

## KPI RN Employment Status

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



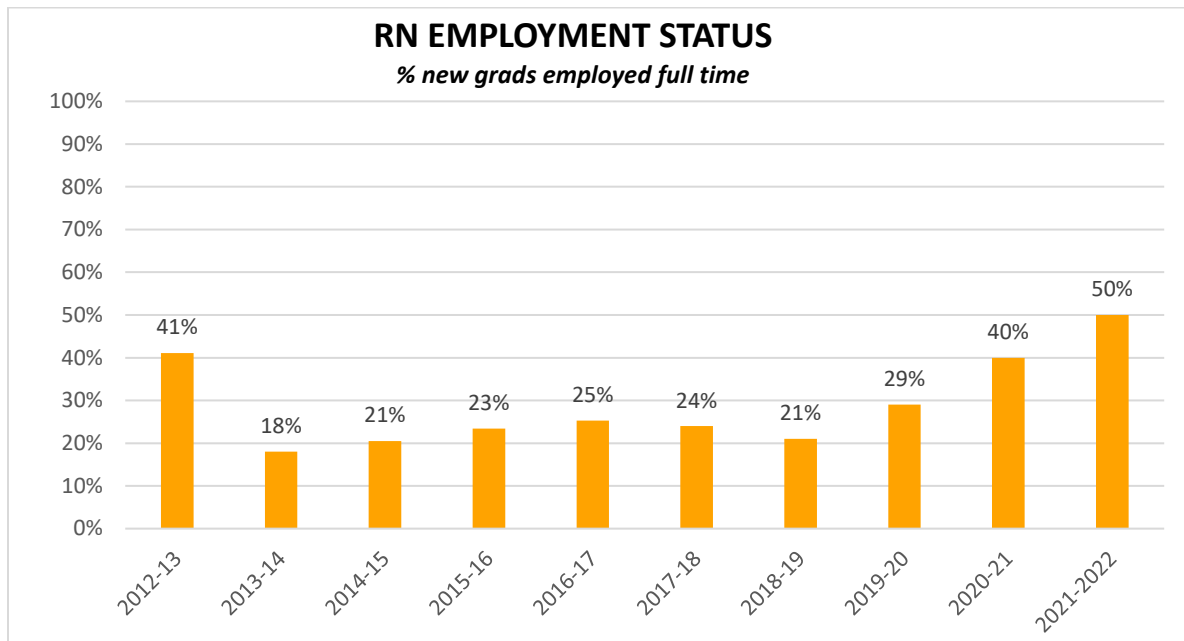
Establishing and maintaining full-time permanent positions has a positive impact on recruitment and retention, which is why RNU monitors employment status each year.

The Canadian Nursing Advisory Committee sets a national target of 70% full-time employment for RNs. In 2021-22, Newfoundland and Labrador continued to slightly exceed this rate with 73% of RNs in full-time positions.

While high full-time employment is positive, we continue to have high rates of casual employment. In fact, our province has the highest rate of casual employment among all provinces. Addressing the casualization of the workforce is an issue that RNU continues to work to address with government and employers. Building healthier workplaces is key to making full-time employment more desirable.

## KPI RN Employment Status

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

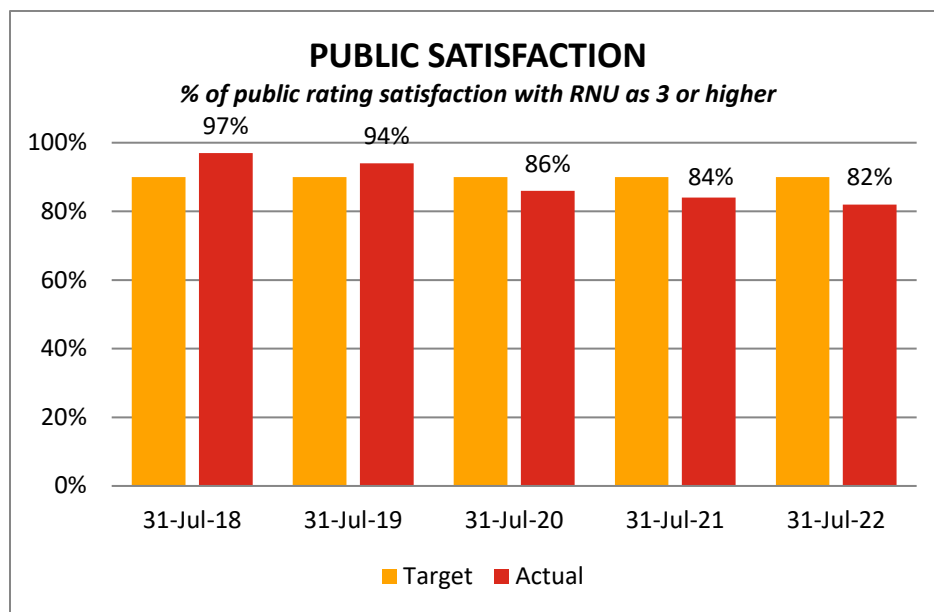


RNU also monitors the percentage of new graduates employed full-time. In 2021-22, 50% of new graduates worked full-time, a modest increase from the previous year.

While RNU continues to advocate for full-time employment opportunities, it's equally important to make the workplace more desirable for nursing grads so they stay in these positions instead of reverting to casual. This remains a focus for RNU. Students and grads will be included in the workforce research that will be conducted in Fall 2022.

## KPI Public Satisfaction

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



High public support is essential to RNU's ability to advocate and promote the RN and NP professions. Our performance as a union continues to be highly rated by the public with 82% rating their satisfaction as high.

Perceptions of RNU continue to be highly favourable, particularly in terms of presenting a professional image, having effective leadership, and being a strong advocate for our members and the health care system. We continue to be considered the most trusted source of information on health care in comparison to other unions, the provincial government, and the media.

### The public support our calls to address the nursing shortage:

- Respondents agreed the shortage is negatively impacting patient care in NL.
- 89% of respondents are concerned about the nursing shortage and feel action is needed.
- More than two-thirds (68%) of respondents felt that the current shortage of RNs is **critical** and immediate action is required. This is up from 53% in 2021.

The public is also willing to take action to support nurses to address staffing and patient care concerns. RNU will continue its efforts to build awareness and rally support among residents of Newfoundland and Labrador.

## KPI Opportunity for Input

RNU 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 RNU 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:

- Several meetings with the Premier and Minister of Health and Community Services;
- Met with Minister of Finance, Minister Responsible for Women and Gender Equality, and Minister Responsible for Labour and Workplace NL;
- Met with all CEOs and Chief Nurses of the Regional Health Authorities;
- Meetings with Members of the House of Assembly (MHAs) and Branch Executives;
- Regular meetings throughout COVID-19 with senior members of the Department of Health and Community Services, Eastern Health, Central Health, Western Health and Labrador-Grenfell Health;
- Meetings of the Senior Joint Quality Work Life Committee, which provide RNU 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;
- Meetings with Think Tank Committee comprised of Assistant Deputy Minister, senior officials with Regional Health Authorities and Department of Health and Community Services.
- The RNU President participated in Canadian Federation of Nurses Unions events at the federal level.

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

### Media, Committees, Lobbying and Advocacy

- “More than an RN, Less than Enough” media campaign ran for second time November 2021;
- More than 100 media stories on regional, provincial, and national issues;
- President co-chaired Think Tank committee;
- President represented RNU on CFNU National Executive Board;
- President represented RNU on the Health Accord NL Task Force;
- President and Board Member Niki Parsons represent RNU on the Surgical Task Force;
- Meetings to lobby for action on violence in health care with the Premier, Minister of Health and Community Services, WorkplaceNL, and the Minister Responsible for Women and Gender Equality;
- Participation in consultations for WorkplaceNL’s five-year Injury Prevention Strategy and Statutory Review;
- Participation in National Nurses Day of Action, which led to 15 rallies across the province;
- RNU continued to advocate for members’ safety and protection during the pandemic and promoted public health guidance;

- Reran video campaign opposing the Greene Report and participated in joint advocacy work with other unions;
- Continued participation in the Workers' Action Network, a coalition of labour and community groups;
- Meetings with College of Registered Nurses of Newfoundland and Labrador leadership;
- Meetings with directors of the Schools of Nursing;
- President, Board Member Jodi Nolan, as well as several staff members represent RNU on committees for the Integrated Capacity Management System;
- President represents RNU on Sponsor Body of Public Sector Pension Plan and former President Debbie Forward represents RNU on the Provident10 Board of Trustees;
- Vice President is a member of Group Insurance Advisory Committee;
- Vice President is a member of the Government Money Purchase Pension Plan Advisory Committee;
- RNU President is a member of the Newfoundland and Labrador Federation of Labour Executive Council and took part in various meetings in this capacity;
- RNU supported several non-profit charitable organizations and substantially increased our annual giving for the second year in light of COVID-19; and
- RNU operated the Seniors' Rest Stop at the Regatta and supported members in various communities throughout the province to participate in Pride activities.

# Perspective: Motivated, Knowledgeable, Client-focused Staff

## KPI RNU Staff Satisfaction

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



Each year we ask RNU staff to rank their satisfaction with us as an employer on a scale of one to five. This year, 47% of staff rated their overall satisfaction with RNU as an employer as high (4 or 5).

Staff satisfaction has trended downward over the last three years. As RNU members face unprecedented challenges, so do our staff. There is nothing healthy about working in health care right now, whether you are on the frontline or behind the scenes.

Our union, like nurses' unions across the country, is struggling to meet members' needs and address the many concerns you face in the workplace. We've been in reaction mode for the last few years and our staff are overwhelmed.

Their mental health and wellness have been impacted. It has not helped matters that RNU has not communicated effectively with our employees, as you'll note on the next measure.

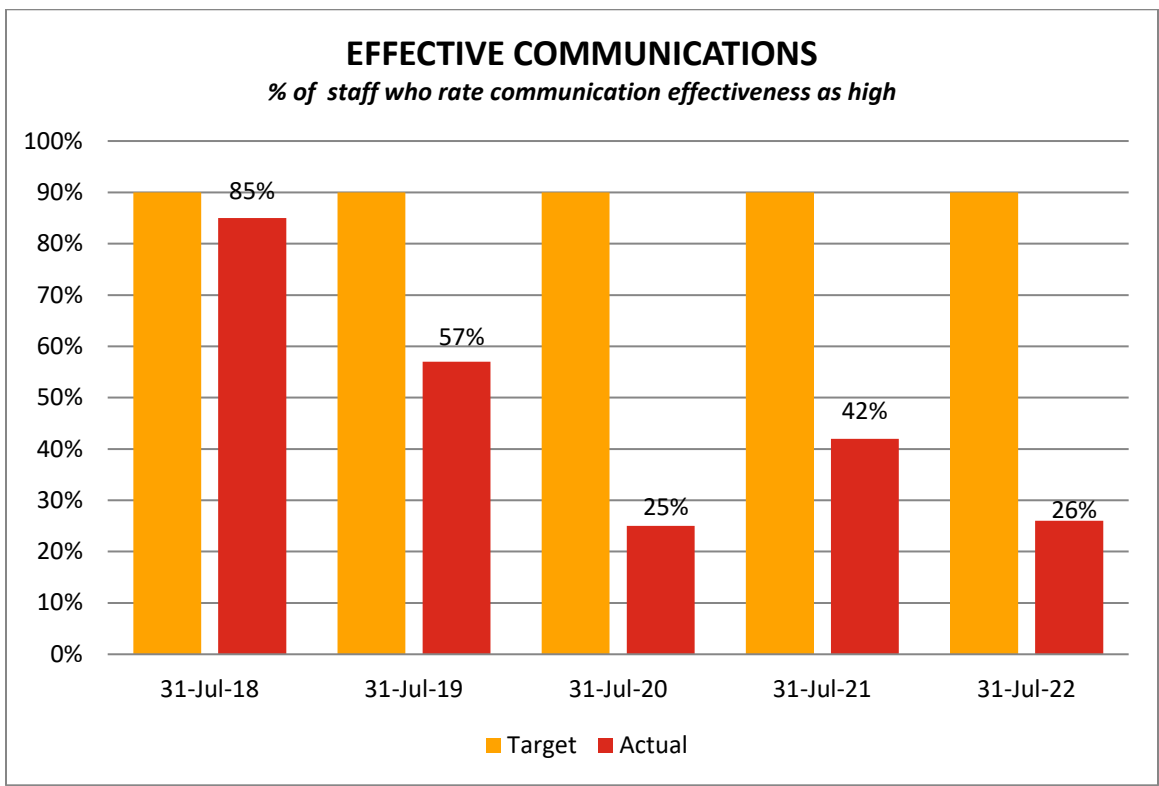
We are committed to providing a healthier, more productive workplace for our employees. This is one of the reasons we embarked on the Organizational Review. RNU needs to strengthen our

people focus and improve human resource practices. We're also committed to improving engagement and internal communication.

We want to make sure we have the right structure and supports in place. Towards the end of 2021-22, RNU created an additional LRO position. We are now hiring another temporary LRO position for one year to help address high workload. Administrative resources are also being added as we prepare for a busy fall and our 28<sup>th</sup> Biennial Convention.

### 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).



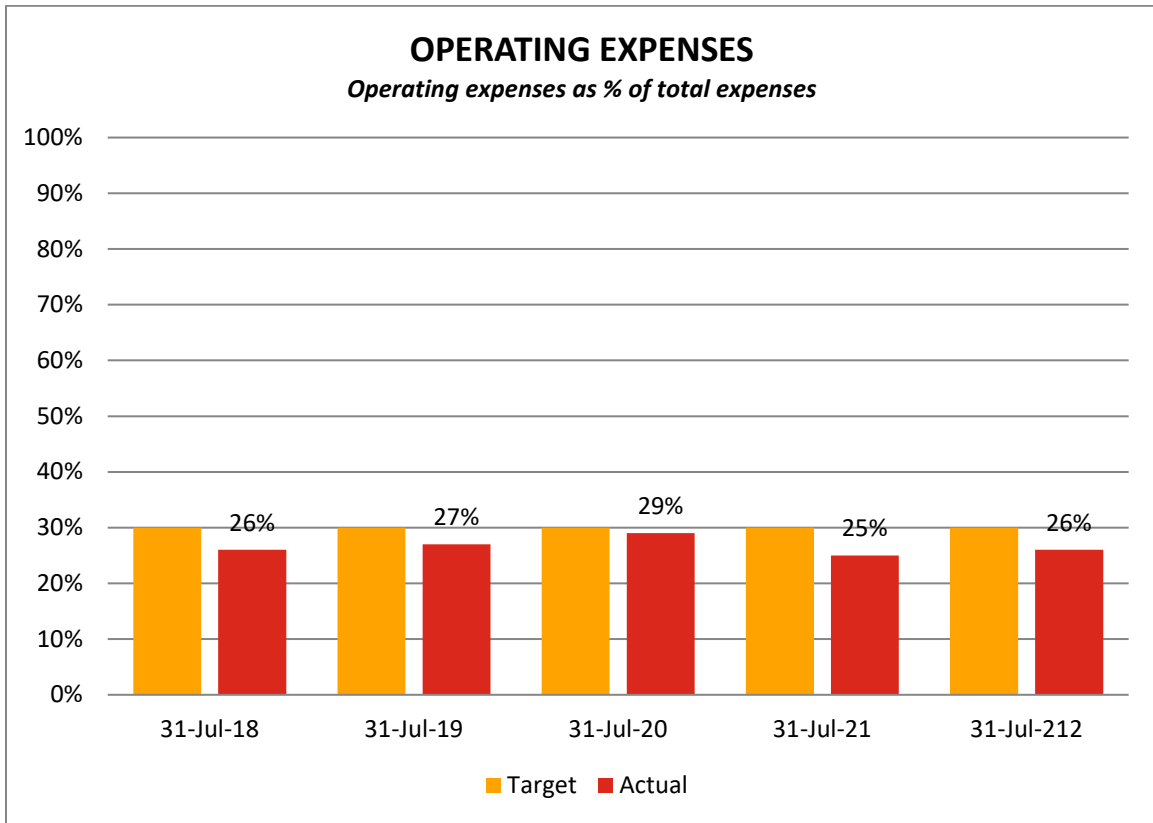
Twenty-six per cent of RNU staff rated communication effectiveness as high. This is very troubling for the Board of Directors. We want staff to feel connected, valued and engaged. Improving engagement and communication was a commitment in the 2022-2024 Strategic Plan.

As already noted in this report, the Internal Communication and Engagement Audit and Strategy project has kicked off. RNU is working with Inner Strength Communication to conduct research and create a plan to improve internal communication and engagement. All employees will have the opportunity to take part in a survey and focus groups. In the meantime, RNU commits to having monthly staff meetings and more frequent updates between meetings.

# Perspective: Financially Stable and Sustainable

## KPI Operating Expenses

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

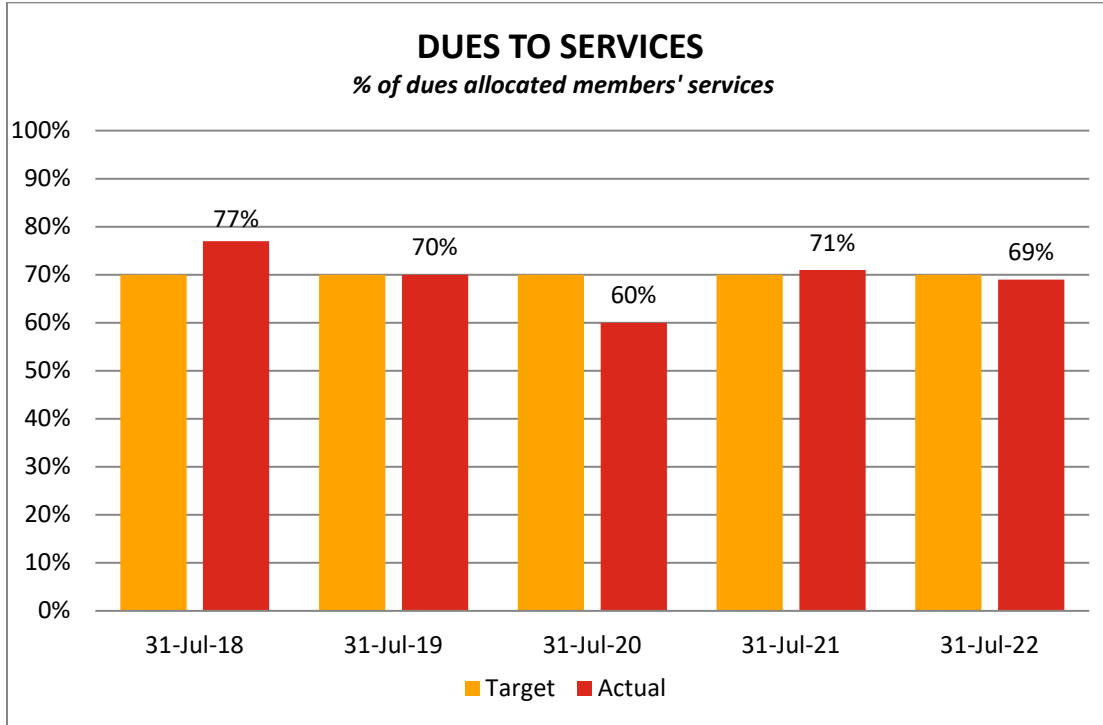


Union dues enable RNU to deliver the services and support you require. We focus on appropriate allocation and use of these funds in meeting your needs with a dedication to investing considerably more in delivering membership services than in operational expenses.

In the 2021-22 fiscal year, we successfully achieved this target, spending just 26% 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 memberships at 70% or higher.



Ensuring members have the services and support they require is a top priority for RNU. This year we were well on target. Sixty-nine per cent of dues income was allocated to membership services.



RNU Board of Directors



# Registered Nurses' Union

Newfoundland & Labrador