

Registered Nurses' Union
Newfoundland & Labrador

ANNUAL REPORT 2016–2017

Registered Nurses. Nursing to a Higher Level.

LETTER FROM THE PRESIDENT

Vision. Strategy. Collaboration. Commitment.

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



As you'll read on page 5, our day-to-day work is focused on five key areas, called *Perspectives*. These include:

1. Champion Registered Nurses' Needs
2. Excel at Service
3. Advocate Health Care
4. Motivated, Knowledgeable, Client-Focused Staff
5. Financially Stable and Sustainable

The Registered Nurses' Union (RNU) reports on these indicators every year in our annual report. It is our way of measuring our success and outlining areas for improvement. I encourage you to read our 2016-2017 Annual Report and see our many accomplishments in areas such as education, engagement, and advocacy.

As l look back at the last year, a primary piece of work has been advocating for safe RN staffing. You've told us workload and staffing continue to plague our profession. It's negatively impacting you, your patients, clients, residents, and the health care system as a whole. Armed with mountains of research, we've used every opportunity to advocate and lobby the provincial government and employers to address staffing. We've called for a core staffing review — it's clear current staffing is no longer meeting patient demand.

Our efforts around safe RN staffing connect directly back to our Clarity Project and efforts to protect and promote the RN role. We're thrilled you have remained on board with Clarity throughout the years. We need you to keep embracing the "registered nurse" identity and stand out in white and black. Say those words with pride — "I am a Registered Nurse." Because as we continue to push the provincial government to address safe RN staffing, we do not want there to be any confusion. More "nurses" does not equal more "registered nurses."

In 2016-17, we made positive strides to ensure an effective process is in place to address professional practice issues. Our labour relations staff worked with a number of branches to establish new, and rejuvenate inactive, professional practice committees. We also created a proposal for collective bargaining that will strengthen the professional practice process and hold both the employer and the union more accountable.

Another highlight this year was the launch of our app. We want to make it easy for you to stay connected with RNU. The *myRNU* app brings your union to you. By simply downloading our free app, you have easy access to a range of resources right on your phone. Ask questions in the forum, view your collective agreement, access valuable resources and news updates, and use the planner to stay organized. With over 1,400 members using the app, it's quickly becoming a critical tool for RNU.

I can't report on the past year without speaking about bargaining. Bargaining did not officially

begin until June 2017, but it was front and centre the entire year. The priorities set in RNU's opening package are progressive. They focus on moving forward — on making improvements to registered nursing and health care.

One of the biggest bargaining priorities is continuing our work around safe RN staffing. I'm very excited about a public awareness campaign we will launch this fall. It will showcase that smarter spending through proper RN resourcing will create a more efficient system, save money, and even save lives.

Looking ahead to 2017-18, our priorities remain the issues members care about most: staffing, workload, safe workplaces, and negotiating a fair and respectful collective agreement.

You, our members, will continue to be the focus of every decision we make.

In solidarity,

Debbie Forward

Debbie Forward, RN
President of the Registered Nurses' Union Newfoundland & Labrador





OUR VISION

The Registered Nurses' Union Newfoundland & Labrador (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;

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;

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

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

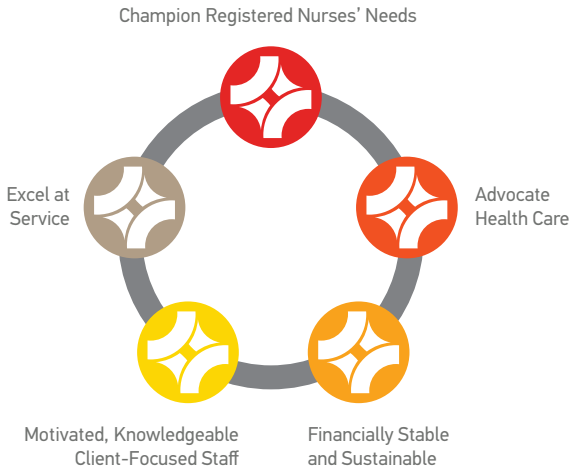
Our ability to influence critical issues in health care is part of our mission.

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 to guide us. 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, staff, and the public to determine how well we are doing. That information is outlined each year in our annual report. As we present our 10th annual report, we are proud of the successes we've achieved over the past 10 years and remain committed to continually strengthening RNU.

** In 2016-17, we reviewed our KPIs to ensure they remained relevant and reflect our current service offerings. In some areas, we revised targets or goals to better reflect our services and expectations. We also introduced several new KPIs. The new and revised KPIs are noted throughout the report.*

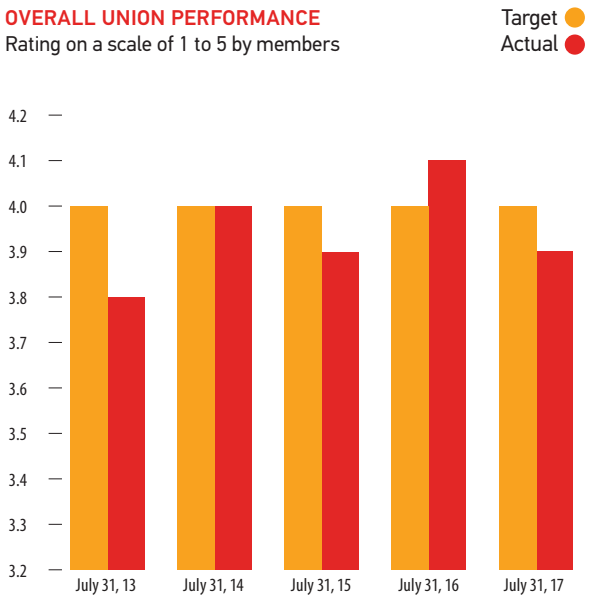
PERSPECTIVE: CHAMPION RNs' NEEDS

Meeting the needs of the registered nurses we represent is the key purpose of RNU. Each year, we determine how well we are doing by measuring overall member satisfaction.

KPI OVERALL SATISFACTION

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

OVERALL UNION PERFORMANCE
Rating on a scale of 1 to 5 by members



In 2016-17, members continued to rate overall union performance as high at 3.9, just under the set target of 4.0. This shows that RNs feel we are addressing their needs and meeting their expectations.

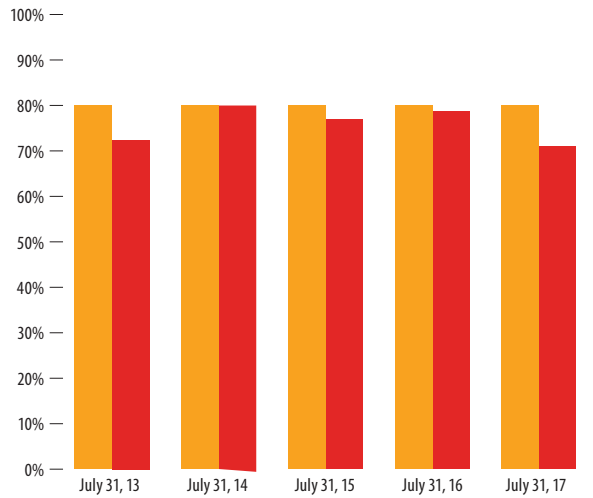
Other performance indicators from our annual survey indicate that:

- 96% of members agree RNU presents a professional image to the public;
- 87% of members agree RNU is a strong advocate or voice for registered nurses;
- 83% of members agree RNU's leadership is effective; and
- 73% of members agree RNU is responsive to members' needs.

While we are obtaining high member satisfaction in many areas, there is room for improvement in other measures. Providing adequate education opportunities to members, and increasing grievance resolution timelines continue to be identified as areas for improvement. The member participation and grievance sections of this report will provide further detail on how we are working to improve services in these areas.

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

OVERALL UNION PERFORMANCE
% of members who rate it as high



This year, 72% of RNU members rated overall union performance as either a 4 or 5 on a 5-point scale. While this measure trended downward from 2015-16, a year where RNU successfully extended the Provincial Collective Agreement in a time of high economic uncertainty, the difference is not statistically significant. It's still very encouraging that 72% of our members rate our performance as high, especially considering the challenges in the health care system and public sector in the past year.

These challenges include a still struggling economy, with a provincial deficit of $1.1 billion. While this year's budget did not include mass layoffs to the public sector, 2016-17 was still a year of cuts. The public sector saw job losses, program cuts, and reorganization. The impact of reductions in health care budgets continue to loom. Regional health authorities were tasked with finding $20 million in savings, but many of the decisions on savings have yet to be announced.

In addition to an unstable economy and pressure on public sector spending, RNs continue to face challenging circumstances in the workplace due to high workload, short staffing, and quality of care concerns. Collective bargaining and its outcome also loomed on the horizon this year, adding further uncertainty for RNU members.

RNU has been working diligently on behalf of RNs amidst these challenges. A priority this year has been advocating for a core staffing review. We firmly believe a review of core staffing levels is a critical first step to establish safe RN staffing. A staffing review will examine the number and types of nursing providers currently working in the system.

The last review was done over 16 years ago. It's time to re-evaluate staffing levels. Since the last review, our population has continued to age and health care needs have become more complex. We need to ensure staffing meets patient demand.

In January, we held a briefing session with the Deputy Minister of Health and Community Services, as well as key government and employer officials, to discuss a core staffing review and to examine a safe staffing model being used in New Zealand. We continue to lobby government for a review and have included a proposal on this in our negotiations package.

While we officially began bargaining in June, negotiation of our collective agreement has been top on our agenda the entire year. RNU has conducted several rounds of research with members, gathered insight and proposals from members and staff, and conducted a review of trends across the country. We entered bargaining this June, prepared and motivated to bring positive change to your work and personal life.

RNU's Clarity Project work continued throughout 2016-17, allowing us to further illustrate the unique role registered nurses play in the health care system. RNU continued to focus on communicating RN value to stakeholders and decision-makers. On May 16, RNU hosted provincial MHAs and stakeholders for an information session on safe RN staffing. The goal of this session was to provide MHAs with real evidence on the importance of safe staffing and present nursing research that clarifies just how valuable RNs are to the health care system.

We also reran our *Registered Nurses. Nursing to a Higher Level.* campaign on social media and online this year, and partnered with the St. John's IceCaps for another Registered Nurse Appreciation Night.

Registered nurses continued to strengthen their professional identity, with 56% indicating they always or usually refer to themselves as a registered nurse when first introducing themselves to patients. As well, over 70% are wearing the RN colours in the form of white and black uniforms, white warm-up jackets and lab coats, and black scrub hats. We're also very happy to see that 64% of members are wearing the RN pin.

Other factors contributing to a strong performance rate by members in 2016-17 include positive headway being made at the branch level. Both shop stewards and branch executives are reporting high levels of active participation in their roles. A strong union presence on the ground, in the workplace, is critical to RNU's success. Details on our volunteer engagement are provided further in this report.

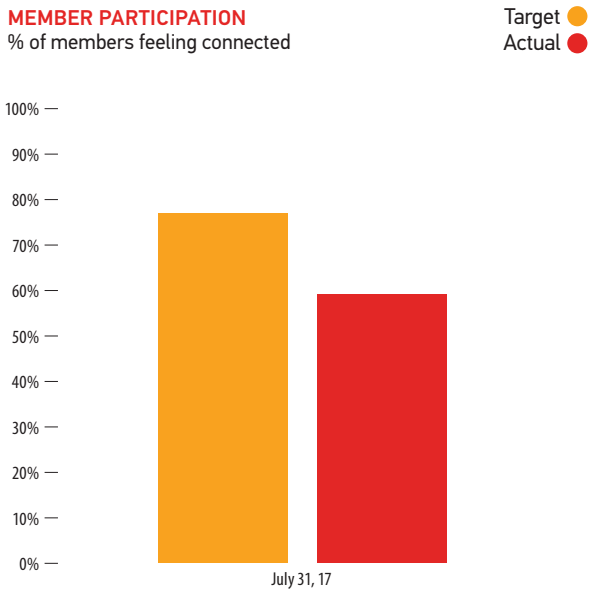
Active use of RNU's communication channels, including *myRNU*, Facebook, Twitter, and email continues, with each forum growing in viewership. We also launched our very own *myRNU* app this year, which has been widely downloaded and positively reviewed by members.

KPI MEMBER PARTICIPATION

**NEW KPI*

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

MEMBER PARTICIPATION
% of members feeling connected



In 2016-17, we added a series of questions to our annual polling to gauge members' sense of feeling connected to RNU. We believe it's important for our members to feel connected to their union — to the priorities we set and to the work we are doing on their behalf. We have set a goal to achieve 75% of members feeling connected to RNU.

In 2016-17, we fell short of this measure with 58% of members reporting they feel connected to RNU.

Members who are feeling strongly connected to RNU said they feel connected because of strong communications from RNU including email, social media, and newsletters (25%), as well as having RNU advocate on their behalf and provide support (16%).

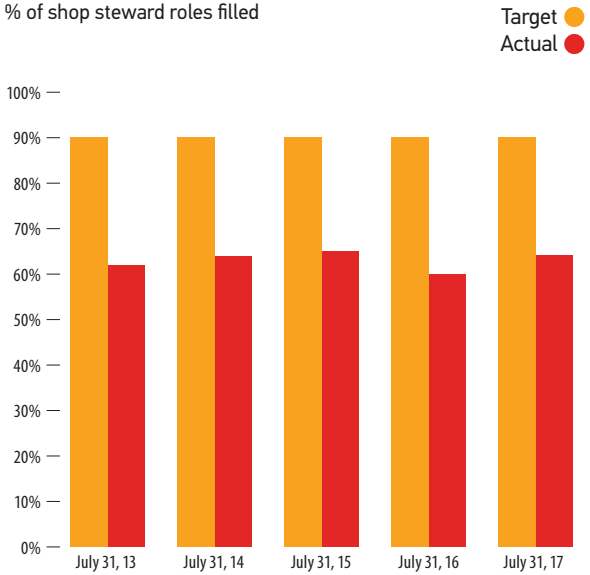
We asked members why they do not feel connected. Among the group who do not feel a strong connection with RNU, over one-half did not provide a reason for their lack of connection. The top mentions included poor issue resolution and union support and a perceived lack of accessibility.

The group was also asked what, if anything, RNU could do to make them feel more connected. Again, the majority (58%) were unable to provide a response to this question. Top mentions include being more active in the workplace, advocating and enforcing existing rules, and advocating for smaller groups within the union.

We're committed to seeing this measure improve. We will develop a new engagement plan for the coming year to help focus our efforts in this area. The 2018 engagement plan will include recommendations for using tools such as Facebook Live, Telephone Town Halls, teleconferences, and Instagram to further connect with members.

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

MEMBER PARTICIPATION
% of shop steward roles filled



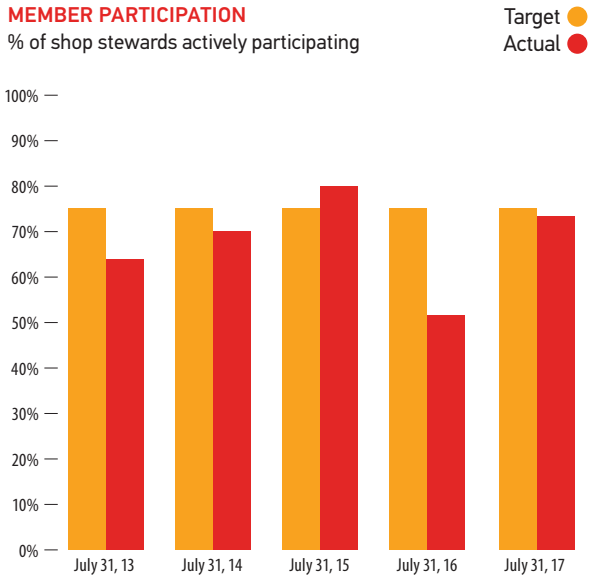
Shop stewards are the liaisons between RNs and their employers. They provide guidance to RNs in matters relating to the collective agreement, as well as help resolve workplace issues. This year, 64% of all shop steward positions were filled, a slight increase from the previous year.

At the branch level, a strong effort is made to attract new volunteers and fill shop steward positions. RNU provides education to new shop stewards to prepare them for their roles. In 2016-17, we rolled out a new and improved shop steward education program delivered by RNU Labour Relations Officers (LROs). Volunteers are the backbone of RNU and we continue to explore ways to encourage members to take on these important roles.

**NEW KPI*

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

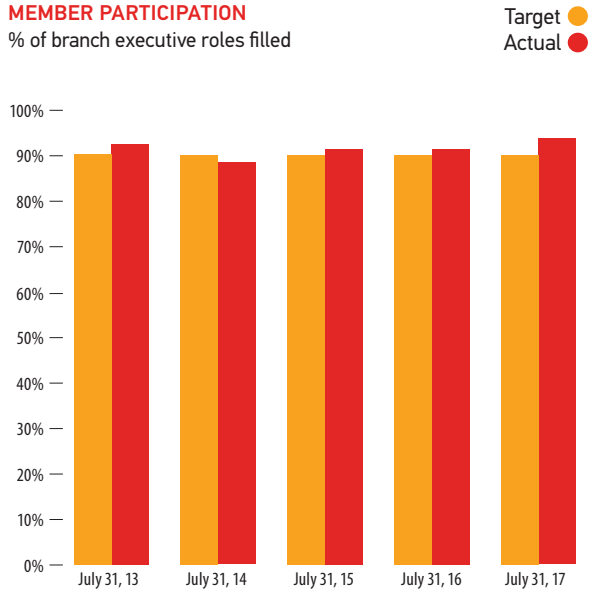
MEMBER PARTICIPATION
% of shop stewards actively participating



Measuring the percentage of shop stewards who are active in their role is a valuable indicator of member participation. This year, 73% of shop stewards reported they were active in their role, a significant increase from the previous year. We are pleased with this result which may be attributed to the success of the new shop steward education program.

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

MEMBER PARTICIPATION
% of branch executive roles filled

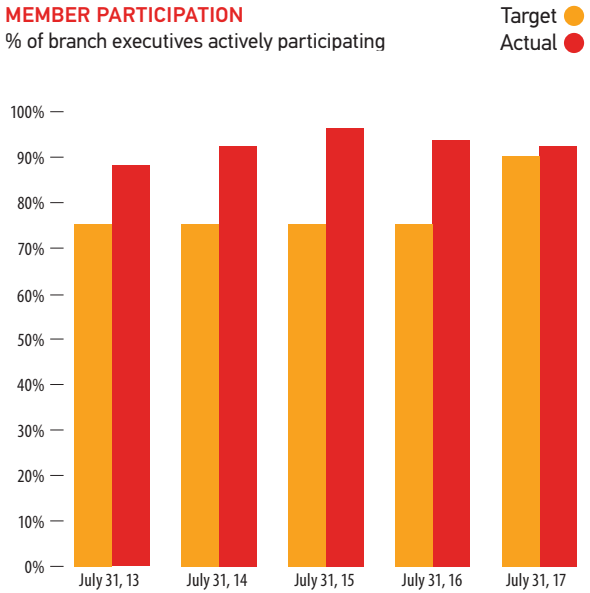


Branch executives advocate on behalf of RNs, as well as patients, residents, and clients. Their role is very important within the structure of RNU as they work at the employer level to address issues impacting RNs. Monitoring the number of filled branch executive roles is an indicator of a strong union presence in the workplace. We are pleased to report that this year, 93% of branch executive roles are filled, once again surpassing our goal.

**REVISED KPI*

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

MEMBER PARTICIPATION
% of branch executives actively participating



Previously, we set a goal of having 75% of branch executives being active in their role. Since we consistently surpassed this target, we increased the goal in 2016-17 to 90%. This year, 92% of branch executives reported they are actively participating in their roles. We are pleased with this strong rating, once again. It shows our branch executives are engaged, feeling valuable and confident in their role.

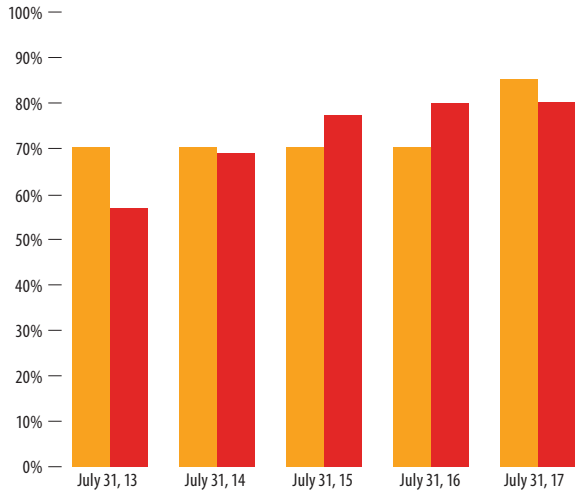
A range of supports and services are offered to our branch executives, including an annual education session, orientation manual and session, as well as online tools and resources through *myRNU*.

Our branch executives are an incredible asset to their colleagues and RNU provincial office. They provide a great support system in the workplace alongside our shop stewards.

**REVISED KPI*

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

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



myRNU is our members-only website. It's a vital communication tool for RNU. It provides a means to share information and communicate directly and privately with members and volunteers. Since we launched the site in 2010, *myRNU*'s popularity has continued to grow. For the past several years, we have surpassed our goal of having 70% of members registered on *myRNU*. As a result, we increased our target this year from to 85%, a lofty but achievable goal.

While we're shy of our target this year, with 80% of members having a *myRNU* account, we're committed to increasing use of this critical communication tool moving forward.

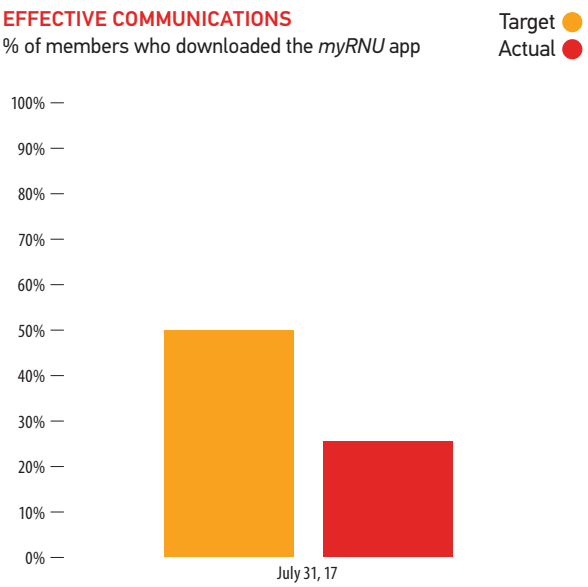
It looks like we maintained registration levels from 2015-16; however, this may not be entirely accurate. In November, we launched a new and improved *myRNU*. The new website is mobile-friendly, and easier to use and navigate.

During the build of the new site, we deleted a significant number of old and inactive accounts. So while we likely increased registrations in 2016-17, it isn't reflected due to this important account clean up.

**NEW KPI*

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

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



In March of this year, we were extremely excited to launch the *myRNU* app. The app is available free to RNU members on the App Store and Google Play for Android. It has all the great features of the *myRNU* website, but in app form.

After just several months of being launched, 77% of members are aware of the *myRNU* app and 25% have downloaded it. Our goal for this measure is to have 50% of members using the app within the first two years. We're well on our way with 25% using the app after just six months. With almost 1,400 members already using the app, we know its popularity will grow and the app will become a critical tool for our union.

When asked what they liked best about the app, members mentioned accessibility (17%), ease of use (9%), and having information readily available (8%). Since the app launched, we've seen a considerable increase in activity in the discussion forum on *myRNU*. Overall, feedback from members on the app has been positive so far. We continue to tweak the app to make it more user-friendly and will update the functionality as necessary to meet user demand.





The 2015-17 Registered Nurses' Union Board of Directors. The Board, which is made up of registered nurses from across the province, develops and manages policies, sets the strategic direction for the organization, and governs RNU between biennial conventions.



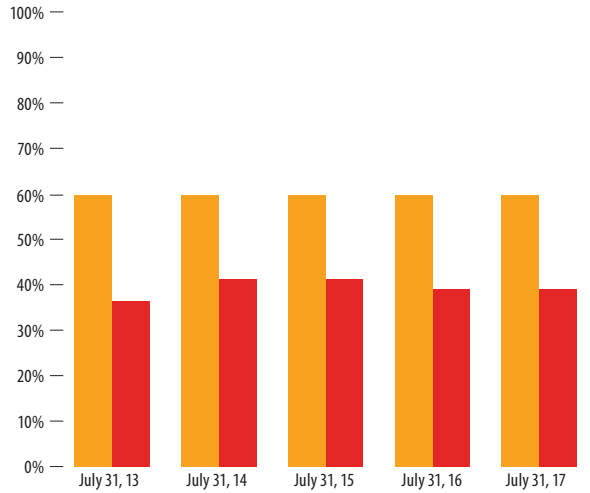
A primary piece of work in 2016-17 has been advocating for safe RN staffing. RNU is calling on the provincial government to complete a core staffing review. A staffing review will examine the number and types of nursing providers currently working in the system.

PERSPECTIVE: EXCEL AT SERVICE

KPI OVERALL SATISFACTION

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

GRIEVANCE RESOLUTION
% of grievances resolved within one year of filing



RNU continues to obtain consistent results in resolving grievances. In 2016-17, 39% of grievances were resolved within one year of filing.

We continue to fall under target for our grievance resolution measures. This is a service area we continuously assess. In 2016-17, we used several strategies to help improve the timeliness of grievance resolutions.

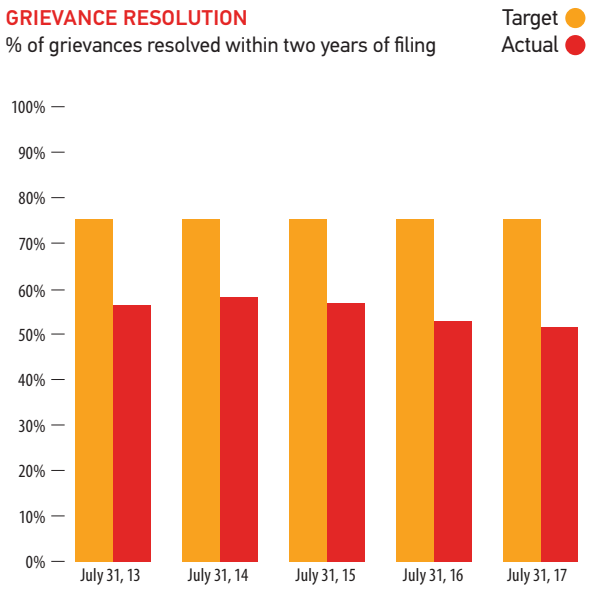
One recent approach is the increased use of the mediation/arbitration process. This approach allows a less costly and more expeditious method to resolve grievances using a third-party alternative to arbitration. RNU has been using this format for some time to resolve denied position grievances. We expanded the process to other types of grievances within Eastern Health. Our members were well served by this process. For example, one member was awarded a $4,000 payment for several grievances regarding bumping. Another member received a reduction in a suspension from four weeks to one week, and reimbursement for three weeks salary. Several members were awarded cash payments ranging from $1,000 to $6,000 to settle denied accommodations and/or position grievances. As well, other members received up to 300 hours in payments to their benefit banks. Our goal is to establish monthly schedules with each employer to hold mediation/arbitration hearings. We're hopeful we'll continue to see high success using this approach.

We are also expanding the Early Intervention and Grievance Process to Central Health this fall. The goal of this new grievance process, which is now in place in Eastern Health and Western Health, is to provide members with an opportunity to resolve workplace issues at the lowest level through a new early intervention component. This means that before a grievance is even filed, RNU members and managers are encouraged to resolve issues through collaborative discussions. In Eastern and Western, the addition of the early intervention component has decreased the number of overall grievances filed. It is also helping to foster more open and positive union-management relations by creating an environment that enables more communication.

Our work to streamline grievance resolution will continue in the year ahead as we look at ways to improve our efforts in this important area.

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

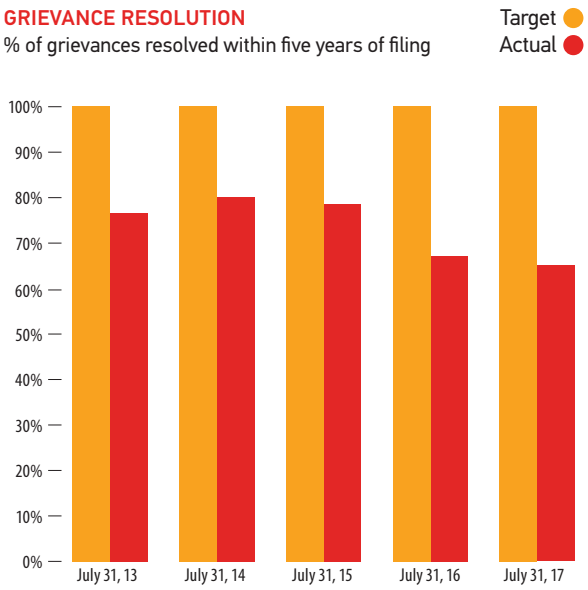
GRIEVANCE RESOLUTION
% of grievances resolved within two years of filing



RNU continues to report on this measure and work towards this ambitious target. In 2016-17, 53% of grievances were resolved within two years of filing, a slight decrease from the previous year. While still below 75%, we remain committed to increasing grievance resolutions and are optimistic that as we address older grievances, more resources can be dedicated to resolving recent files.

GOAL: To resolve 100% of grievances within 5 years of filing.

GRIEVANCE RESOLUTION
% of grievances resolved within five years of filing



RNU 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.

This year, 64% of grievances filed within the past five years have been resolved. Much of the success with closing older files this year was due to our ability to provide a dedicated labour relations resource for several months this year.

Close to 30% of the files closed in 2016-17 originated from 2011 or earlier. We closed 50 old grievance files by year end. Since we began measuring grievance resolution rates, we have reduced the number of grievances on file from 1,898 in 2005 to 433 today.



Labour Relations Officers Alice Mannion and Kyle Vardy speak with shop stewards during an education session in February for Regions 1 and 2.

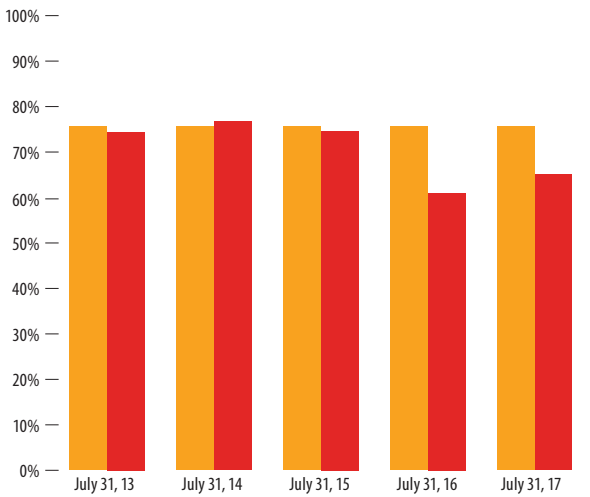


The new *myRNU* app is making it easy for members to stay connected. The app was launched in March and is available for download on the App Store and Google Play.

KPI EDUCATION

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

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



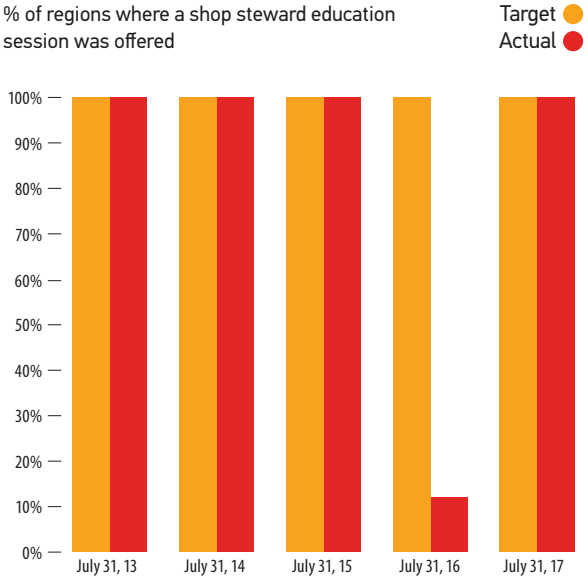
RNU is committed to providing members valuable educational opportunities that are timely, applicable, and support RNs' professional and union development.

This year, 65% of our members were satisfied with the level of education RNU provided. RNU held a two-day branch executive education session, and several shop steward education sessions. In addition, less formal education resources were made available to members through Education Corner articles in the *In Touch* newsletter, and resources and tools shared on Facebook and *myRNU*.

Our satisfaction rating for education opportunities has improved as our strategic focus on professional practices continues. We offered a number of education opportunities in professional practices in 2016-17, including the launch of several online learning modules. We also dedicated a full education day during convention to professional practices. As well, our new shop steward education program was implemented. Connecting members to education opportunities and support will remain a top priority for RNU.

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



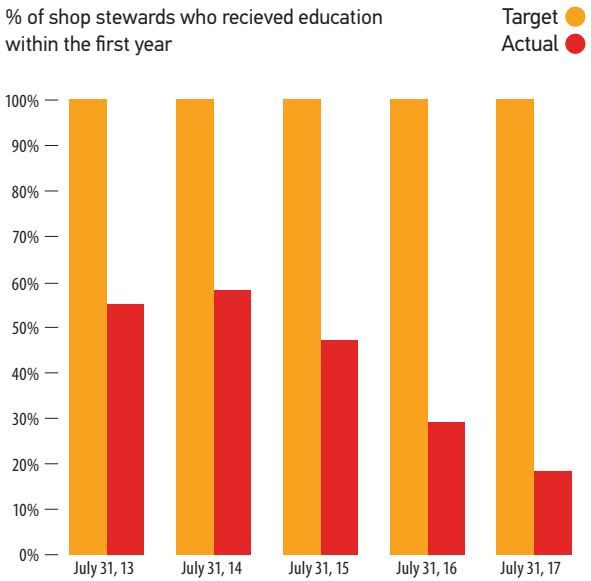
RNU strives to provide shop stewards with the opportunity to attend an education session in, or near, their region. Shop steward education sessions are an important learning opportunity and we are happy to report we are back on track in meeting this target. Eligible shop stewards were offered at least one opportunity to attend an education session in the past year.

We coordinate education sessions based on our volunteers' needs and we remain flexible with the location for sessions to support participation. It is a practice we will continue moving forward.

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. Only 17% of shop stewards received education within the first year in 2016-17.

The primary reason such a low number of shop stewards received education was because education sessions were not offered in 2015-16 and did not resume until January 2017 due to the unanticipated loss of our education officer and staffing restrictions. Member's ability to get approved union leave from employers to attend sessions also affected participation rates.

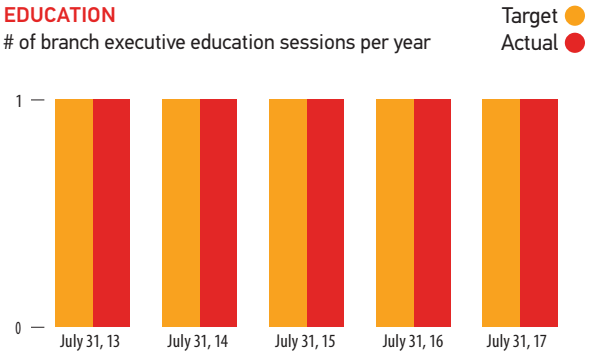
Despite the delay in resuming our shop steward education program, we were able to offer education to seven new shop stewards in 2016-17. We also had 41% of all new shop stewards attend an education session within 18 months of appointment.

**NEW KPI*

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

EDUCATION

# of branch executive education sessions per year



Branch executive education is now one of our core education programs. While we have been offering this education session for a number of years, we have not been reporting on it in our annual report. This year, we added a chart to illustrate our commitment to offering this education program.

Twenty-six branch executives representing all regions were in attendance at the branch executive education session held in April 2017. A wide range of topics were covered, including roles of executive members, leadership, duty of fair representation, meeting with management, and professional practice.



RNU Executive Director John Vivian addresses over 200 registered nurses during convention in November.



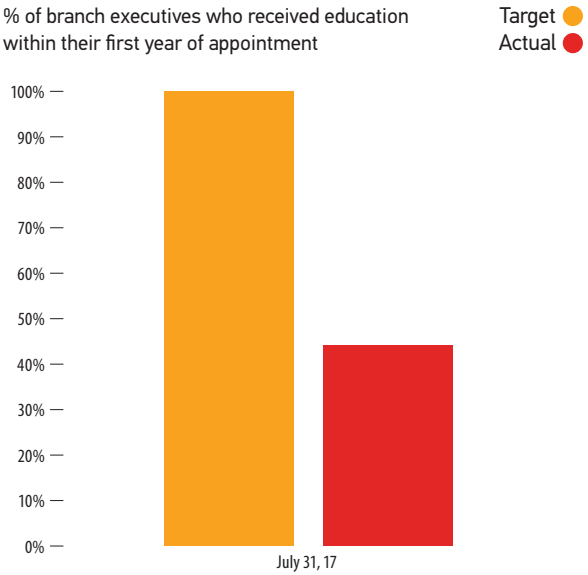
RNU held its annual Branch Executive Education Session on April 26-27 at the Holiday Inn, St. John's.

*NEW KPI

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

EFFECTIVE COMMUNICATIONS

% of branch executives who received education within their first year of appointment

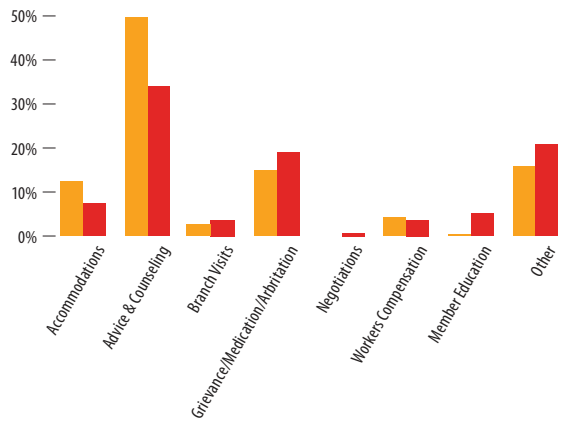


This year, 44% of new branch executive members received education within their first year of appointment. Over half the participants in the branch executive education session offered in April were new volunteers. Employer approval for union leave is one barrier to reaching our high target in this measure.

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) navigate RNs through important or challenging issues by assisting in grievance resolution, providing advice or counselling on a workplace matter, or by guiding members through the worker's compensation system. RNU aims to appropriately distribute time and resources to core services in order to meet the needs of RNs.

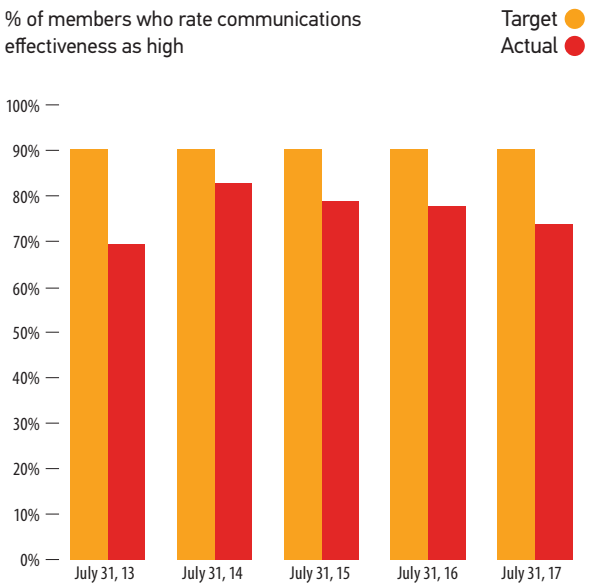
As in previous years, the majority of their time was spent on advising and counselling members, and addressing grievances. We are pleased to report an increase in time spent on member education due to the resumption of our shop steward education program.

KPI EFFECTIVE COMMUNICATIONS

GOAL: To have 90% of RNU 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



Communications is a critical function for RNU. Keeping members, staff, and stakeholders updated and engaged in union activities and decisions creates a strong, cohesive union that is poised for success.

While we continue to earn high marks for communication effectiveness, with 73% of members rating it as 4 or 5 out of 5, we are experiencing a downward trend in this measure. As previously mentioned, we will be developing a new engagement plan for this year and we believe this work will help improve member communications.

RNU remains committed to having an ongoing, two-way dialogue with members through a number of communication avenues, both electronically and in print. This includes the online forums that are popular with members such as Facebook, Twitter, and YouTube. We have one of the most popular Facebook pages among provincial nurses' unions given our size, with over 4,500 members and supporters following us. We also have a strong presence on Twitter, allowing us to connect directly with media, politicians, members, nursing students, and the public. Using the handle @Debbie_Forward, our RNU President has a significant following of almost 2,000 people on Twitter. We also launched an RNU account this year. With the handle @RNU_NL, we are steadily growing our following on Twitter.

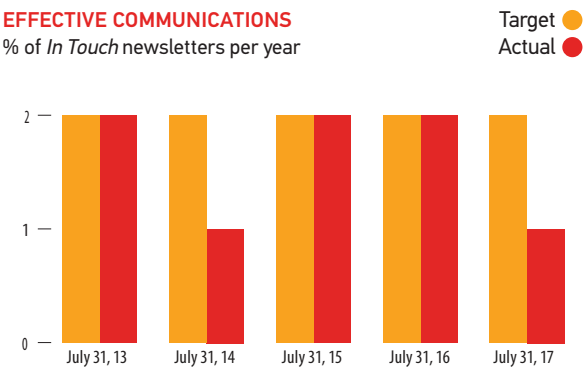
We're committed to maintaining an effective membership email database and using this communication tool often to connect with members on important issues. In 2016-17, 52% of members ranked email as the top source of RNU information.

RNU is committed to staying relevant and timely, growing with trends and changes in communication practice. In 2016-17, we updated our *In Touch* newsletter to a magazine-type format. As previously mentioned, we also launched our own app, becoming one of the first nurses' unions in Canada to do so. RNU is also using new techniques such as Facebook Live to connect with members and stakeholders. The Facebook Live video of President Debbie Forward launching the *myRNU* app was viewed over 15,000 times.

RNU continues to deliver print publications to members including our *In Touch* newsletter, recognizing the value of putting RNU information directly into members' hands. At 38%, the *In Touch* newsletter remains one of the highest sources of information for our members.

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

EFFECTIVE COMMUNICATIONS
% of *In Touch* newsletters per year



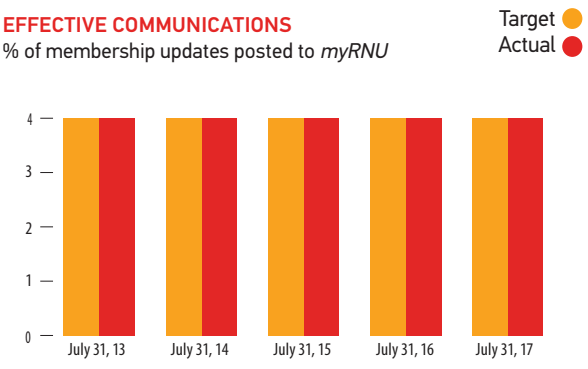
Our *In Touch* newsletter is a critical communications tool for RNU. We commit to publishing two newsletters each year. However, due to a change in our publication schedule, only one newsletter was issued to members in 2016-17. To better match our work cycle, we moved the distribution schedule from fall and spring to winter and summer. As a result, the second issue which would have been delivered to members in June will not be mailed until the end of September. Next year, we're committed to return to two issues a year.

The majority of content featured in *In Touch* varies each issue, given our priorities and the challenges faced by RNU members. However, there are several set feature sections that appear in each issue. These sections match the strategic objectives of RNU and the priorities identified by members. Currently, each issue features an education article, a professional practice success story, and a collective agreement interpretation article.

In Touch provides valuable news and information to members and we are pleased to see it earn praise from members once again with a 72% satisfaction rate.

GOAL: To post a minimun of 4 membership updates to *myRNU* per year.

EFFECTIVE COMMUNICATIONS
% of membership updates posted to *myRNU*



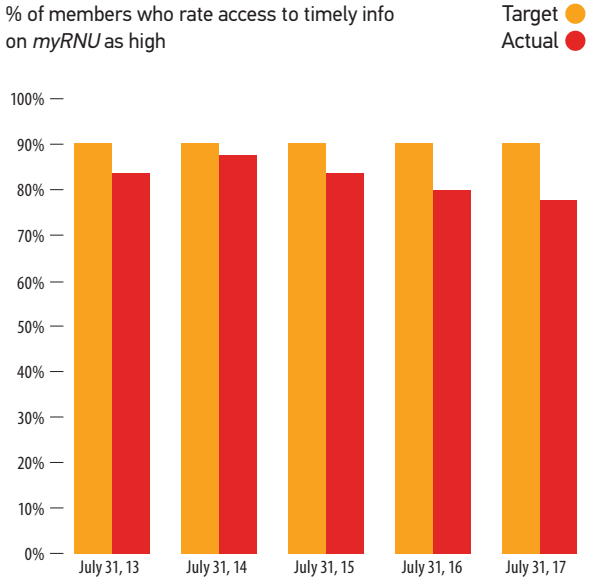
Following each RNU Board of Directors meeting, Quarterly Reports are prepared to inform members of board decisions and key topics of discussion. The Quarterly Reports are an effective way to follow the union's work. Quarterly Reports are sent to all branch representatives and posted in the "Resources" section of *myRNU*. Our target is to post four reports each year. In 2016-17, we were successful, once again, in reaching this goal.



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).

EFFECTIVE COMMUNICATIONS

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



RNU's members-only website, *myRNU*, is a great tool for members looking to access up-to-date union information. Members can ask questions in the forum, view the collective agreement, use the planner to stay organized, and access valuable resources and news stories.

Members continue to rate access to timely and relevant information on *myRNU* as high, with 78% of members rating it as 4 or 5 out of 5. Seventy-five per cent of members visited *myRNU* over the past year and 79% are highly satisfied with the site.

The new user-friendly and mobile-friendly format, along with the ability to access the site through an app is making it more accessible to members.

KPI COLLECTIVE BARGAINING SUCCESSES

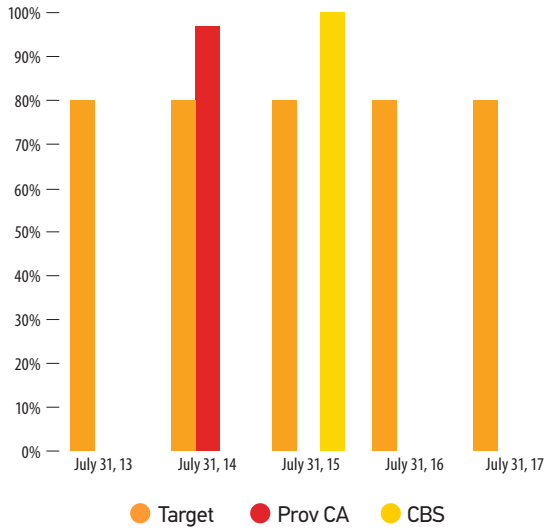
The primary purpose of RNU is to negotiate fair collective agreements that protect the rights of members, individually and collectively. In each round of bargaining, we look to members for input on negotiation priorities and strategies. RNU reports on how well we perform during contract negotiations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

As there were no contracts negotiated in this past year, we have no results to report for the following two goals:

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

EDUCATION

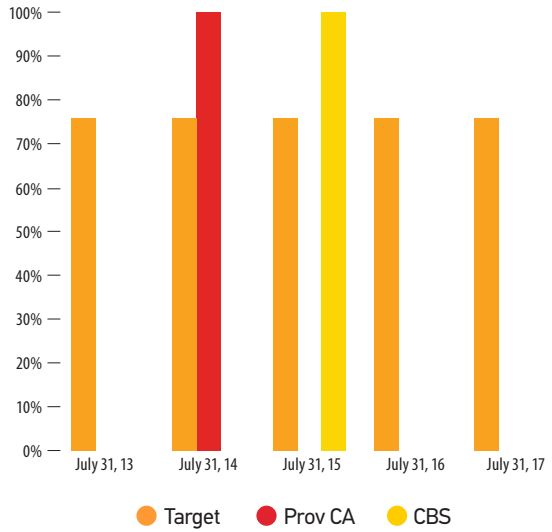
% of 'yes' votes on contract ratifications



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

EDUCATION

% of priorities sucessfully negotiated





RNU President was highly vocal and present in media coverage following the budget. RNU budget concerns are outlined in a letter to the editor that appeared in The Telegram on May 1: http://bit.ly/LettertoEditorDF.



In November, we launched the @RNU_NL Twitter account. We are steadily growing our following, enabling us to connect directly with media, politicians, members, nursing students, and the public.



Members of the Negotiating Team prepare to exchange opening packages with government.



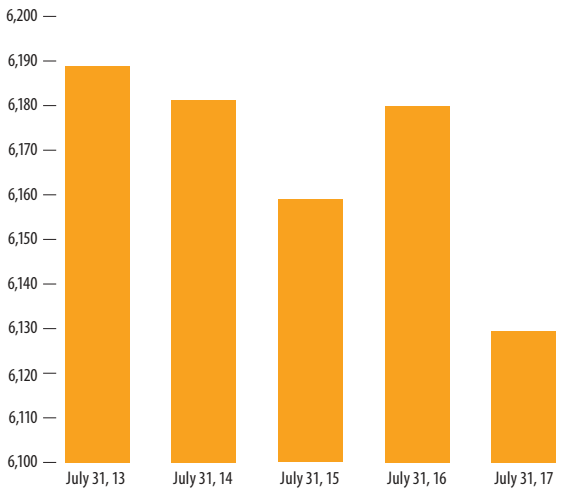
RNU is committed to advocating for the recruitment and retention of RNs, recognizing that appropriate RN staffing levels are essential to high quality health care.

PERSPECTIVE: ADVOCATE HEALTH CARE

KPI STAFFING LEVELS

GOAL: To monitor the number of registered nurses employed in the province.

RN STAFFING LEVELS
# of RNs employed in the province.

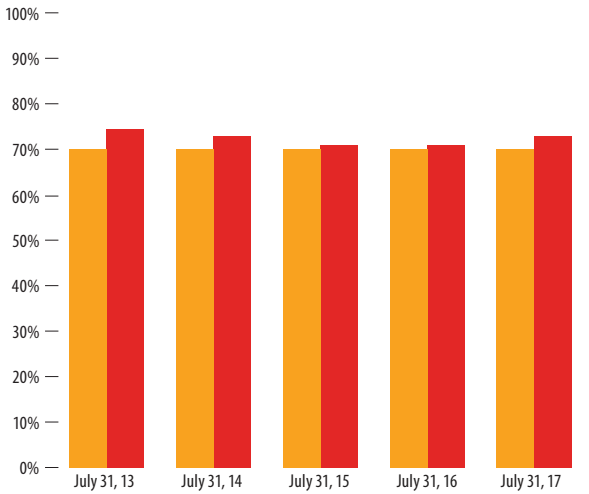


RNU is committed to advocating for the recruitment and retention of registered nurses, recognizing that appropriate registered nurse staffing levels is essential to high quality health care. We monitor the growth of registered nurse employment in the province by reviewing annual licensure data from the Association of Registered Nurses of Newfoundland and Labrador (ARNNL).

This year, 6,129 RNs were employed in the province. While it appears there is a decrease of 51 registered nurses employed from 2015-16, the decrease may not be that high. ARNNL changed the way they gather information on RN employment this year. They feel the new method provides a more accurate picture of RN employment and feel it's possible some RNs were counted in previous years when they shouldn't have been. RNU evaluates other RN employment data, including membership levels, and we will use this information to assess and monitor RN employment levels.

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

RN EMPLOYMENT STATUS
% of full-time registered nursing positions



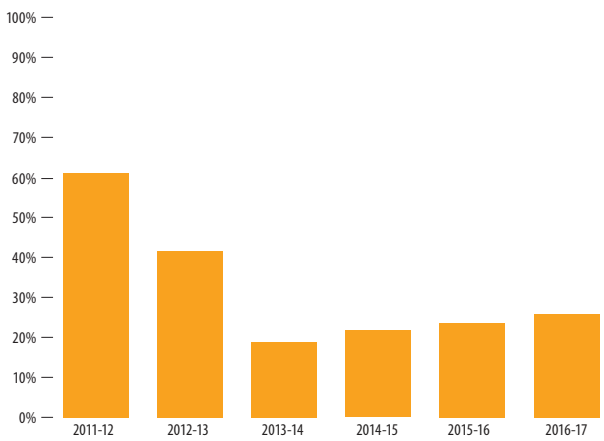
KPI RN EMPLOYMENT STATUS

Ensuring that our nursing graduates, as well as registered nurses from outside the province, can secure full-time employment is the key 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 RNU measures progress in this area each year.

The Canadian Nursing Advisory Committee sets a national target of 70% full-time employment for registered nurses. In 2016-17, Newfoundland and Labrador slightly exceeded this rate with 72% of registered nurses in full-time positions. Registered nurses in our province continue to have the highest rate of full-time employment in Canada, and the highest casual rate in the Atlantic Provinces.

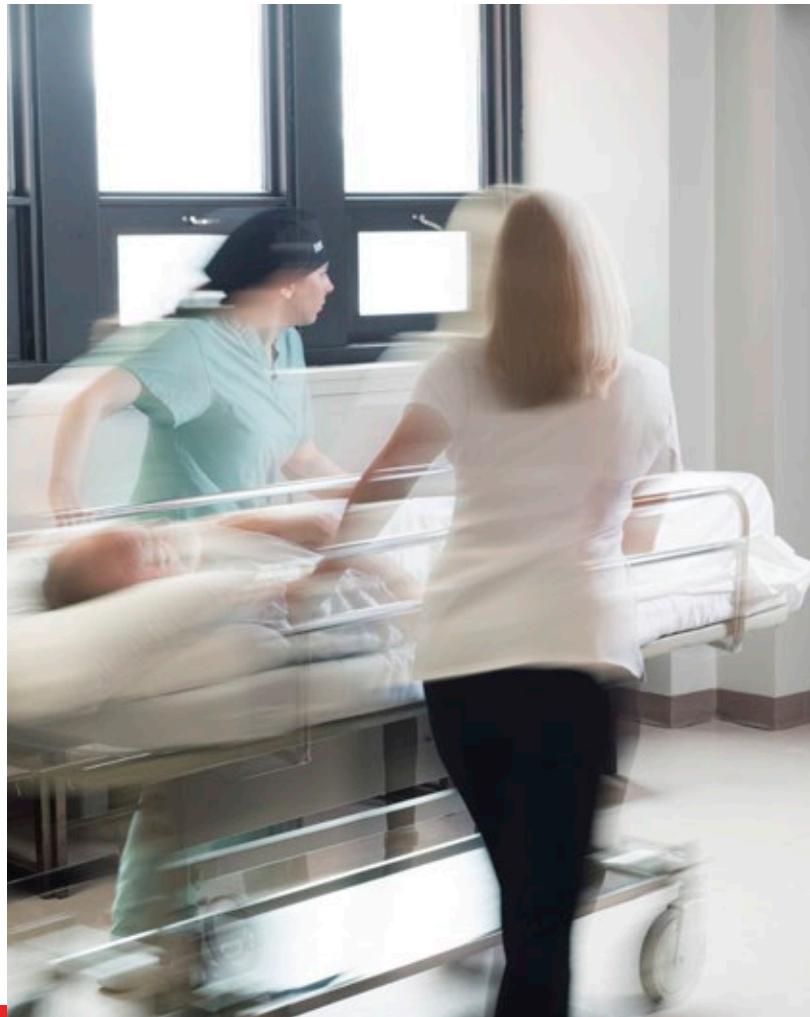
GOAL: To monitor the number of new nursing graduates employed full-time.

RN EMPLOYMENT STATUS
% new grads employed full-time



RNU also specifically monitors the percentage of new graduates employed full-time in the province. While it had dropped significantly between 2011-12 and 2013-14, the number of new grads gaining full-time employment has slowly increased over the last few years. In 2017, 25.3% of new graduates were working full-time.

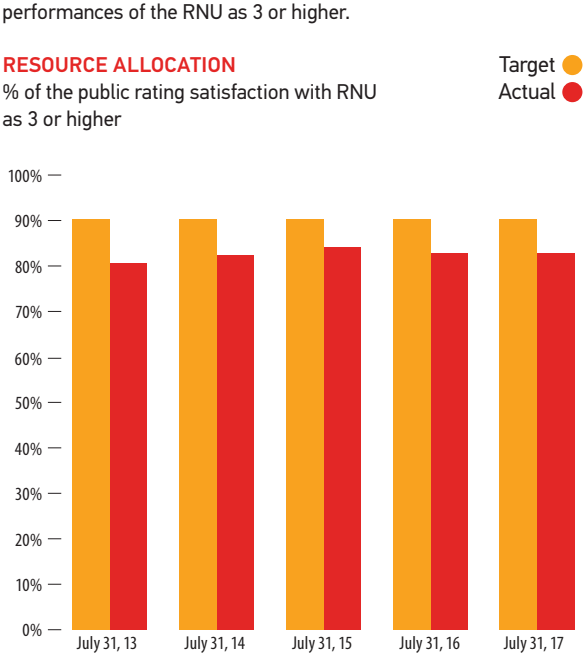
Despite the slow increase, the rate of new graduates working full-time is still much less than what it was just few years ago in 2011-12. ARNNL data shows that while the majority of 2016 nursing graduates were employed on a casual basis (72.5%), only 25.6% of them desired casual status; the majority of those working casual report that they desire full-time employment. RNU will continue to advocate for full-time employment opportunities for new graduates, which are vital to recruiting and retaining registered nurses in the province.



KPI PUBLIC SATISFACTION

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

RESOURCE ALLOCATION
% of the public rating satisfaction with RNU as 3 or higher



Public support is important to achieving change in health care and public policy. Our efforts to maintain a high level of public support raises the profile of our profession and helps us successfully advocate for registered nurses and the health care system.

Public support for registered nurses and RNU continues to score high at 83%. This is consistent with rates achieved in previous years.

Other indicators of support show that:

- 85% agree that the RNU is a strong advocate or voice for registered nurses
- 70% agree that the RNU is a strong advocate or voice for the public health care system
- 87% agree RNU presents a professional image to the public

RNU is pleased to once again be rated as one of the public's most trusted sources of health care information in Newfoundland and Labrador when compared to other unions, the provincial government, and the media. The public's view of registered nurses continues to be positive, with 95% indicating that RNs are extremely important to the health care system in the province.

These high indicators of public satisfaction reflect a strategic effort through the Clarity Project to highlight RN value, support the role of RNs in health care, and to speak out for safe patient care. Through media coverage, the public may recall RNU speaking out on issues like inadequate RN staffing, the province's economy and health care system, as well as Budget 2017.

Moving forward, RNU will continue to connect with the public and facilitate important discussions on how RNs support the health care services they rely on, and, in turn, how they can support their registered nurses.

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 registered nurse profession. 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:

Government and Employers

- Meetings with the Minister of Health and Community Services;
- Meetings with the Minister of Finance;
- Meetings of the Senior Joint Quality Worklife Committee, which provides RNU with access to the Deputy Minister of Health and Community Services, the CEOs for Western Health and Labrador-Grenfell Health, and the Chief Nurses of the four regional health authorities. These meetings occur at least twice per year;
- The RNU President participated in the Canadian Federation of Nurses Unions events at the Council of Federation (Premiers) meeting and Federal/Provincial/Territorial Health Ministers meeting;
- Briefing session with the Deputy of Health and Community Services, as well as key executives with government and employers to discuss safe RN staffing model.

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

Media, Committees, Lobbying, and Advocacy

- Numerous media interviews on regional, provincial, and national issues;
- RNU hosted a MHA Breakfast on safe RN staffing;
- President and Executive Director participated in consultations for the provincial government's "The Way Forward";
- President represented RNU on CFNU National Executive Board;
- President accompanied CFNU National Executive Board at the International Council of Nurses conference in Spain;
- Participated in new CFNU Speak Out mobile app;
- Connected with Centre for Nursing Studies for senior student clinical placement project;
- Continued participation in a new coalition of labour and community groups called Common Front NL;
- Met with ARNNL leadership;
- RNU President represents RNU on Sponsor Body of Public Sector; Pension Plan and RNU Executive Director sits on Public Sector Pension Plan Corporation Board;
- RNU President is a member of Group Insurance Advisory Committee and the Government Money Purchase Pension Plan (GMPP) Advisory Committee.





Yvette Coffey, RNU Vice President, speaks to registered nurses at a safe staffing rally in Gander.



RNU staff during the banquet night at the RNU Convention. From left to right: Labour Relations Officers Violet Browne, Jaclyn Whelan, Kyle Vardy, Alice Mannion, and Staff Lawyer Tracey Trahey.



RNU is committed to giving back to the community. In December, we donated $25,000 to renovate the Canadian Cancer Society Practical Resource Room.



In January, RNU held a briefing session on safe staffing with the Deputy Minister of Health and Community Services, as well as key government and employer officials.

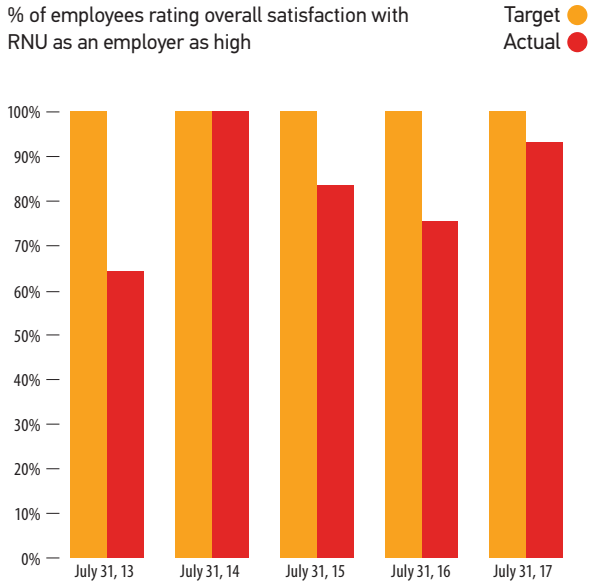
PERSPECTIVE: MOTIVATED, KNOWLEDGEABLE, CLIENT-FOCUSED STAFF

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).

STAFF SATISFACTION

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



RNU is committed to its staff. We know how integral they are to our organization and we are committed to partnering with our staff to meet our goals and objectives as a union.

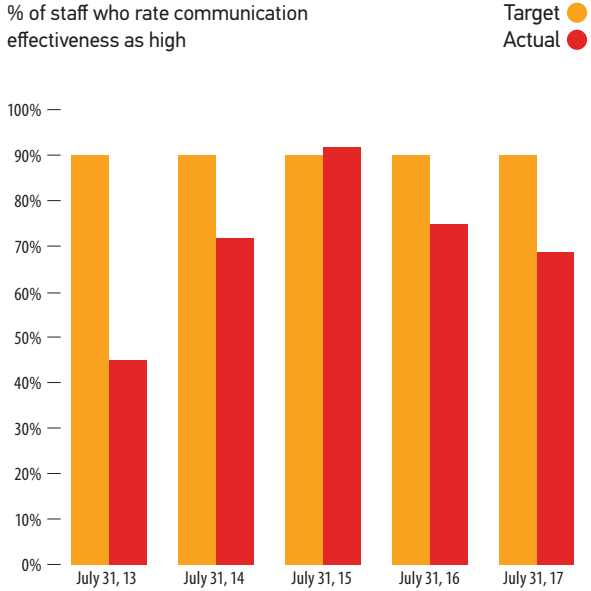
This year, 93% of staff rated their overall satisfaction with RNU as an employer as high. In fact, the majority of employees said they were "very satisfied" with RNU as an employer, giving top marks of 5 on a scale from 1-5. RNU remains committed to monthly staff meetings, weekly labour relations officer meetings, team building, and various internal mechanisms that provide support to RNU 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).

STAFF SATISFACTION

% of staff who rate communication effectiveness as high

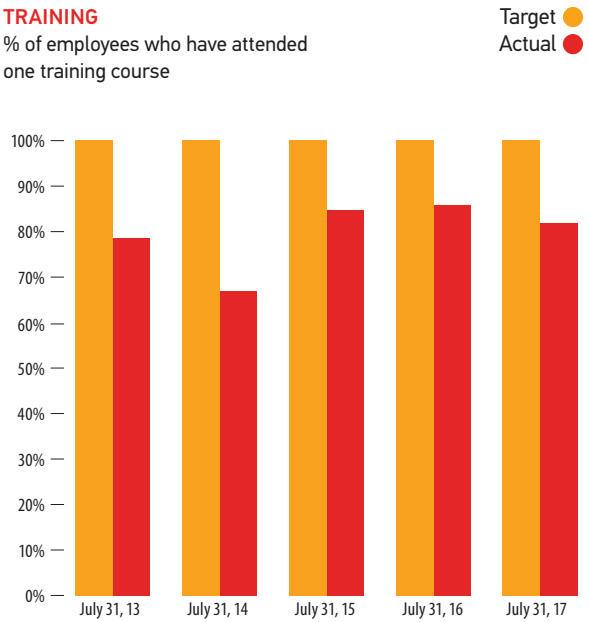


In 2016-17, 79% of RNU staff rated communications effectiveness as high. This remains fairly consistent with previous years. This result reflects improvements made to staff communications practices in the past few years, but also shows there is room to improve. We are committed to our goal of having 90% of staff rate communication effectiveness as high and will continue to seek opportunities to improve internal communications.

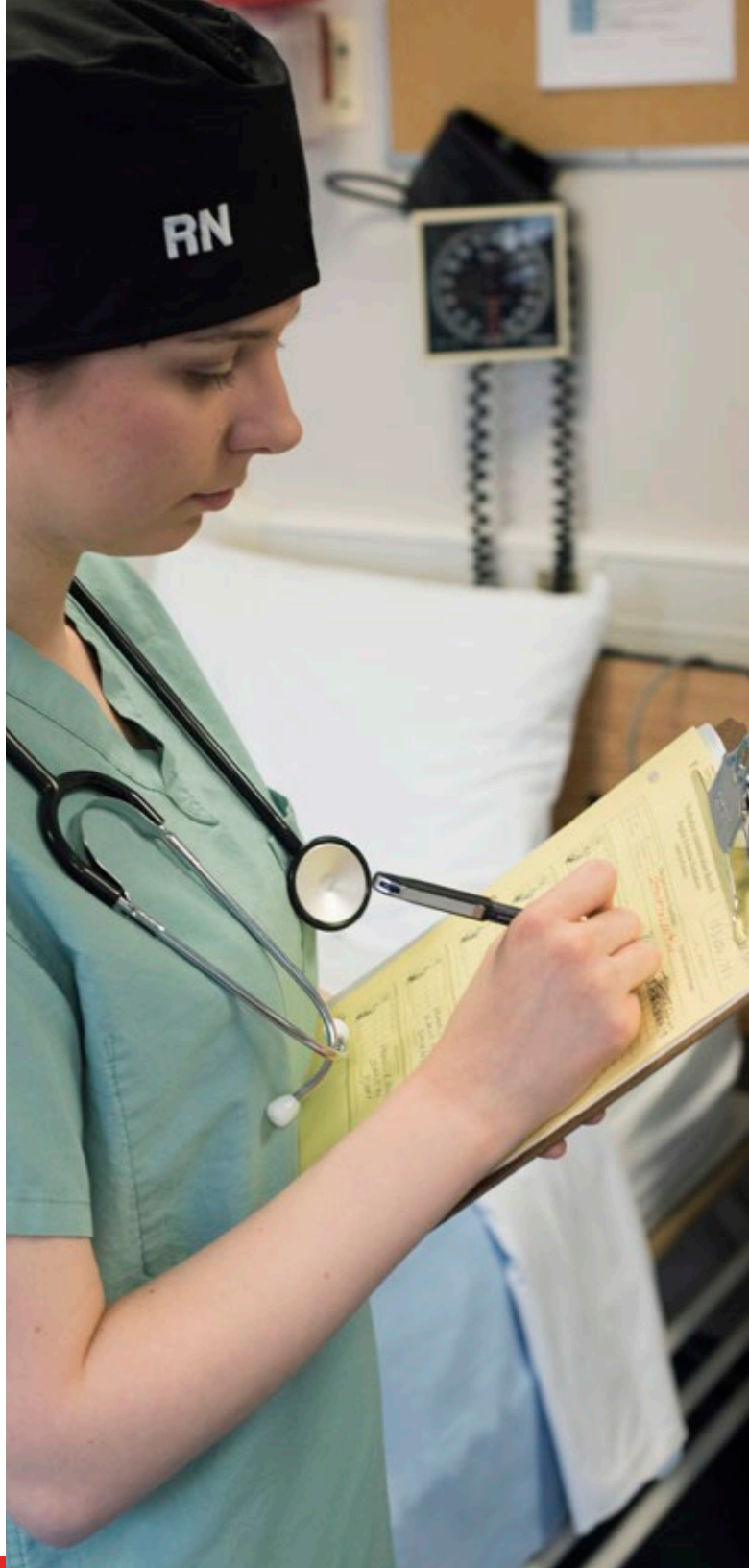
KPI TRAINING

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

TRAINING
% of employees who have attended one training course



RNU encourages staff to embrace professional development by providing employees with opportunities to take part in education and training. This year, 82% of employees participated in education or training. RNU will continue to encourage employees to avail themselves of opportunities to build on their skill sets and abilities.

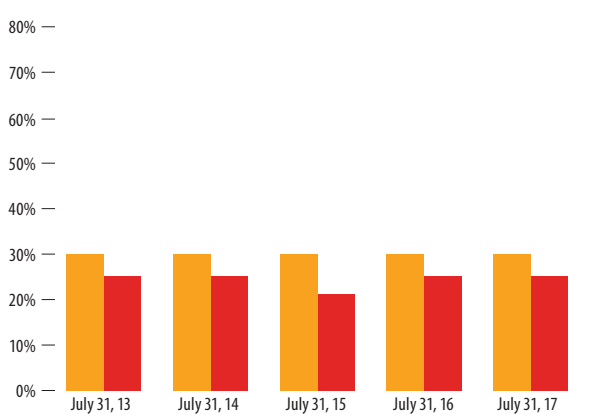


PERSPECTIVE: FINANCIALLY STABLE AND SUSTAINABLE

KPI OPERATING EXPENSES

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

OPERATING EXPENSES
Operating expenses as % of total expenses



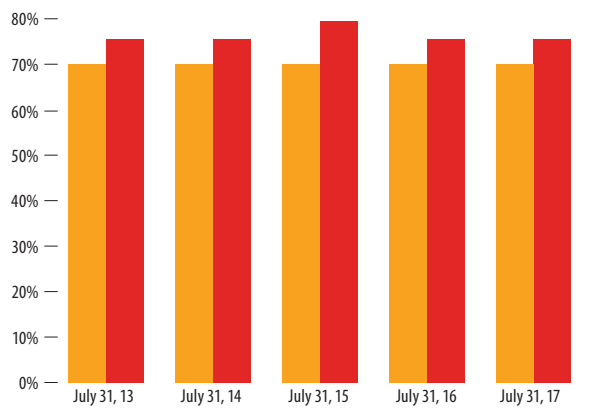
Union dues enable RNU to deliver the services and support you require. We focus on appropriate allocation and use of these funds in meeting your needs with a dedication to investing considerably more in delivering membership services than in operational expenses.

In the 2016-17 fiscal year, we successfully achieved this target, spending just 25% 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.

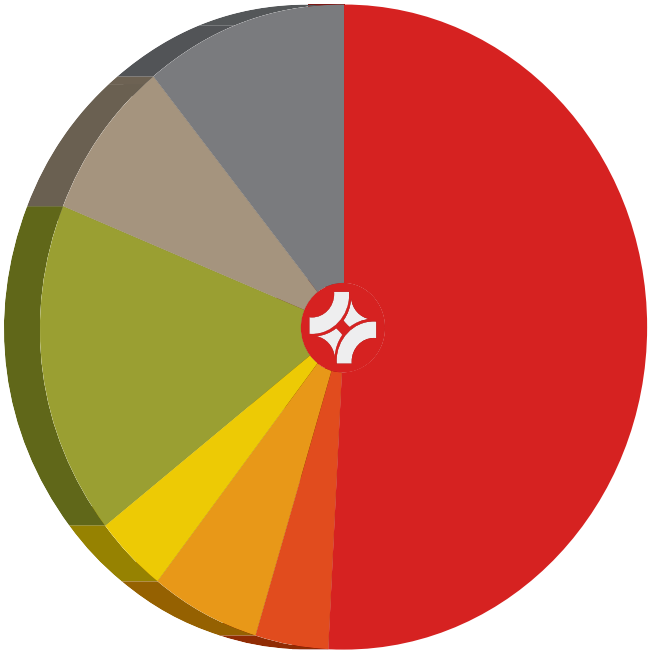
DUES TO SERVICES
# of dues allocated to registered nurses' services



Once again this year, we exceeded our target of 70% of dues income allocated to membership services, with 75% spent on our members. This reflects the importance RNU places on membership services and ensuring that members have the services and support they require.

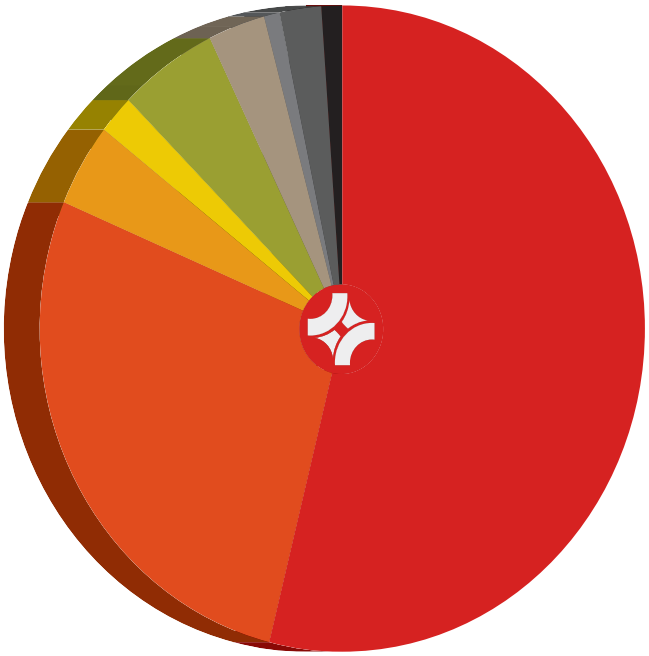
FINANCIAL FOOTNOTES

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.



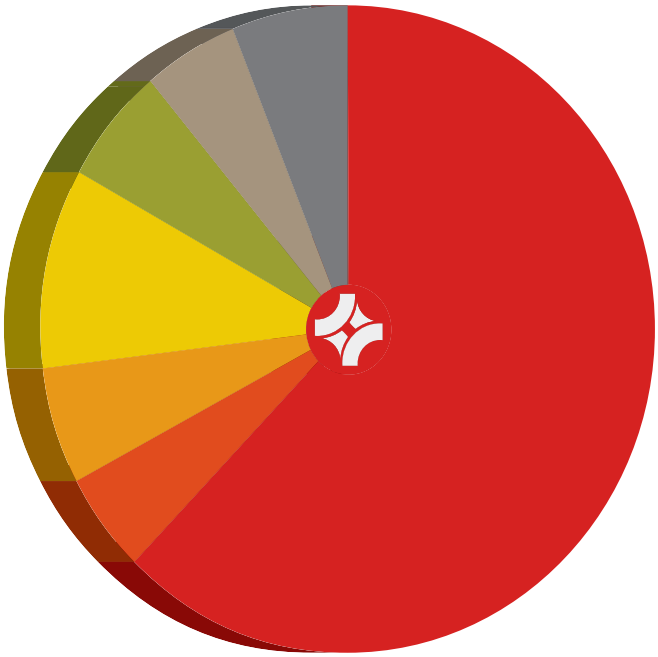
MEMBERSHIP SERVICES BREAKDOWN

- Membership Support & Advocacy **52%**
- Professional Services **4%**
- Board of Directors & Committees **6%**
- Defense Fund Contributions **4%**
- Education & Communication **17%**
- Labour Affiliations/Conventions **8%**
- RNU Conventions & Meetings **11%**
- Bargaining **0%**



MEMBERSHIP SERVICES—SUPPORT & ADVOCACY BREAKDOWN

- Salaries & Benefits: Labour Relations **53%**
- Salaries & Benefits: Executive **27%**
- Travel: Staff **4%**
- Travel: Executive **2%**
- Branch President Support **5%**
- Arbitration & Mediation **3%**
- Branch Funds **1%**
- Donations **2%**
- Subscriptions **0%**
- Scholarships **1%**



OPERATING EXPENSES—BREAKDOWN

- Salaries & Benefits **63%**
- Professional Services **5%**
- Other **6%**
- Building **10%**
- Depreciation **6%**
- Repairs & Equipment Rental **4%**
- Office Supplies **6%**



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