Registered Nurses' Union
Newfoundland & Labrador

ANNUAL REPORT 2017–2018

Registered Nurses. Taking Care. Giving Care.

LETTER FROM THE PRESIDENT

Vision. Strategy. Collaboration. Commitment.

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

I am pleased to present the Registered Nurses' Union (RNU) 2017-18 Annual Report. This publication is our way of reporting back to the members we serve. It's also a chance to reflect on our commitment to quality health care.

As you'll see, overall, members continue to rate RNU highly. Members believe we are a strong advocate for registered nurses (RNs). Our volunteers are highly active in the workplace. They receive the support and education they need to perform their role. RNU labour relations officers are providing exceptional guidance to members in need. Support by the general public is at an all-time high.

There are many positive findings in our annual report. However, I am troubled to see a drop in our overall union performance rating.

This year, members gave an overall satisfaction rating of 3.8 out of 5. This is the lowest rating since 2013. I've spent a lot of time thinking about this result and what might lie behind it. I think it's a combination of factors.

Despite our best advocacy efforts, RNs continue to face demanding and, at times, unrealistic workloads. Whether working in a large urban hospital, a rural community, or a coastal clinic, members are frustrated and concerned. Inadequate staffing is negatively impacting patients and RNs, not to mention it's inefficient and expensive.

Addressing staffing and workload was the crux of our work this year. It's the number one priority at the bargaining table and it was the main focus of our awareness campaign, "More Full-Time RNs Can Save A Lot." We've been relentless in our efforts to raise the alarm and call for a staffing review.

But we're up against some tough odds. Newfoundland and Labrador remains in a precarious financial position. Adding more RNs will save money in the end, but making this investment is a tough argument to make when the provincial government is struggling to pay the bills.

Reflecting on how members are feeling, I know collective bargaining is also having an impact. At the time of writing this letter, collective bargaining was ongoing. As you know, the template calls for a freeze on wages and payout of severance.

I know the future may look bleak. I think this is a sentiment that is growing among people across our province. It's hard not to be pessimistic with high rates of unemployment, personal insolvency, and provincial debt.

But this is Newfoundland and Labrador. We always persevere. The same is true for RNU.

We will not give up our fight for a staffing review. It's been over 17 years since the last review, and in that time our province has seen

many significant changes. It's time to staff based on the needs of *today's* patients.

A staffing review will examine the number and types of providers needed in the system to establish safe staffing levels. We know this is the right thing to do. Our polling shows that not only do registered nurses agree, the public agrees as well. In fact, the general public is very much on our side with 94% supporting our calls for a staffing review. We'll use this support to our advantage as we continue to push for improved staffing.

As part of our efforts to improve members' satisfaction with RNU, we are committed to connecting more with RNs. I want you to feel RNU's presence in the workplace and know that your concerns matter. We are preparing a plan to improve engagement with members at the branch and provincial level.

One component of this plan will be set targets to RNU branches by a member of your provincial executive. Your vice president, secretary-treasurer, and I will meet face-to-face with members from one end of the province to the other. I want to know what your last shift was like and hear your take on the challenges RNs face in the workplace.

We're excited to begin these visits in 2019. In the meantime, please connect with us directly any time by email (President Debbie Forward, dforward@rnunl.ca; Vice President Yvette Coffey, ycoffey@rnunl.ca; Secretary-Treasurer Tony Moores, tmoores@rnunl.ca).

In 2019, we will develop a new three-year strategic plan. This will be a time to reflect and reinvigorate. Our strategic planning process helps us focus on priority issues that must be addressed for RNU to be relevant and responsive for our members.

Looking to the year ahead, I know there will be hurdles. There always is. But I remain optimistic. I'm optimistic because there will be no shortage of opportunities as well. I'm optimistic because the value of RNs is undeniable. The strength of RNU is undeniable.

As we have throughout our history, we will work together and achieve what is best for RNs and the patients, clients, and residents we serve.

In solidarity,

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 areasfive 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

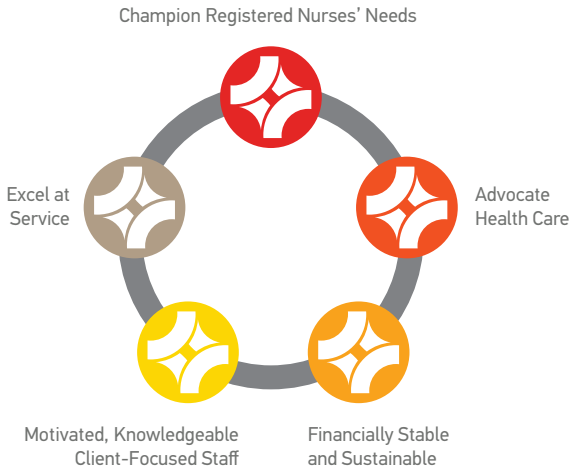
Our ability to influence critical issues in health care is part of our mission.

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. 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. As we present our 13th annual report, we are proud of the successes we've achieved and remain committed to strengthening RNU.

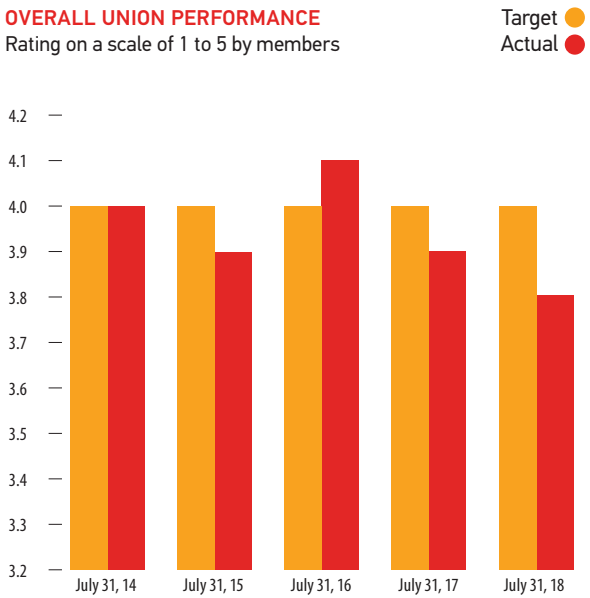
PERSPECTIVE: CHAMPION RNs' NEEDS

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



Members continue to express a positive overall opinion of RNU. Members believe we present a very professional image to the public and act as a strong advocate for registered nurses. We are also viewed as having effective leadership and being responsive to members' needs.

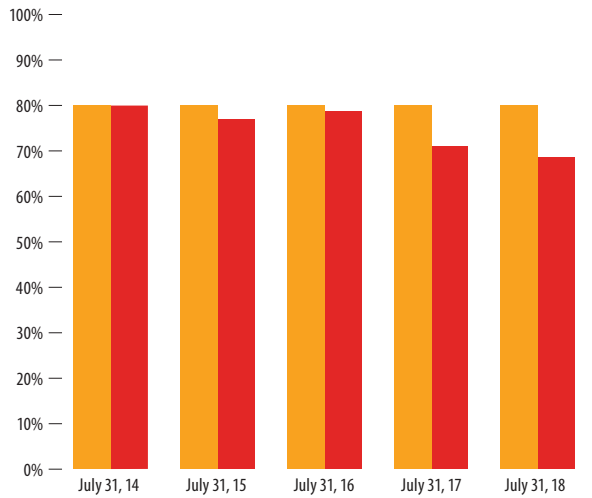
Our survey results show the following:

- Presenting Professional Image to the Public – 96% Agree
- Strong Advocate or Voice for Registered Nurse – 85% Agree
- Effective Leadership – 77% Agree
- Responsive to Member Needs – 69% Agree

Our overall performance trended down in 2017-18. This year, members gave RNU a performance rating of 3.8. This is down marginally from 3.9 a year ago. While the drop is not statistically significant and 3.8 is still a solid rating, we take the downward trend in this measure seriously. Meeting the needs and expectations of our members is a core indicator of our performance. Please read the President's Message on page 2 for a reflection on this result.

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, 68% of members gave RNU a rating of 4 or 5 on a 5-point scale for overall union performance. While the number of members rating the union's performance as high decreased, the union did not experience a corresponding increase in the level of members showing dissatisfaction (1 or 2 ratings). The shift took place among those giving a neutral rating of 3.

As previously outlined, a number of factors are likely contributing to this drop in satisfaction. This includes a still struggling economy, likelihood of a wage freeze in this contract, and low levels of engagement among the general membership. Members also identify room for improvement in the area of timeliness of grievance resolution and member education.

Perhaps the biggest source of frustration for members, however, may lie with continued challenges in the workplace due to inadequate staffing and high workload. Members feel the work environment is deteriorating. Polling shows members believe this deterioration is contributing to fatigue, burnout, sick leave, and unsafe conditions.

RNU continues to work diligently on behalf of RNs amongst these challenges.

Championing the Registered Nurse

Advocating for a core staffing review remained a priority this year. It is a key proposal at the bargaining table. It was also a driving force behind our awareness campaign, "More Full-Time RNs Can Save A Lot."

The campaign, which ran in the fall and again in the winter, highlighted irrefutable research connecting safe RN staffing to better and more efficient patient care and improved work environments for RNs. The campaign included TV, print, and online advertisements, promoted social media posts, and a microsite (rnvalue.ca).

This campaign was focused on creating awareness. Our public survey results show the campaign was effective. Eight in ten respondents feel that the provincial government should increase the levels of full-time registered nurses. This demonstrates strong support for RNU's position. The public also agree with RNU on the positive impact of adding more RNs:

- Adding more full-time RNs will cut down on the amount of RN overtime and sick leave – 79% Agree
- Adding more full-time RNs will improve the work environment for RNs – 79% Agree
- Adding more full-time RNs will improve access to care and patient outcomes – 76% Agree
- Investing in more full-time RNs will result in cost savings for health care – 64% Agree

While our campaign focused on adding more RNs to the system, this campaign was also about maintaining our current numbers given the fiscal situation facing the province. When we began our campaign work in the summer of 2017, mass layoffs in the public sector were a real possibility. RNU's campaign efforts and pressure contributed to the no mass layoff commitment announced by government in the fall and reinforced in the 2018 Budget.

This campaign continues to reinforce the goal of our long-standing Clarity Project, which is to protect and promote the RN role.

Improving the Health Care System

RNU actively promoted and participated in initiatives to improve health care delivery in 2017-18. This included advocating for national pharmacare, increased use of nurse practitioners, and addressing violence in the workplace. RNU continued to advocate for improved supports for RNs and workers impacted by post-traumatic stress disorder (PTSD). We also provided a submission for the review of PTSD coverage in workers' compensation legislation.

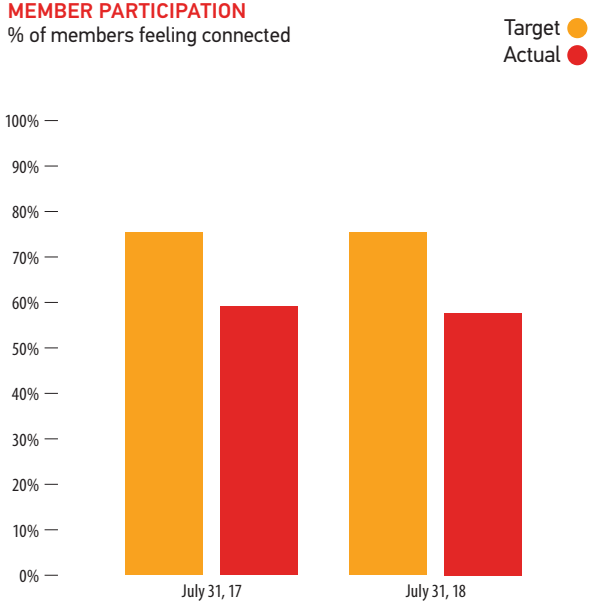
The RNU president was a leader in discussions regarding health care reform, participating in forums hosted by CBC and Memorial University.

At the close of this year, RNU formed a new partnership with the Newfoundland and Labrador Federation of Labour (NLFL). Becoming a member of the NLFL ensures the perspectives and voice of RNs inform the strategic direction and decision-making of our provincial house of labour. The alliance will strengthen our ability to push for positive change in health care and workers' rights.

KPI MEMBER PARTICIPATION

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

MEMBER PARTICIPATION
% of members feeling connected



We believe it's important for our members to feel connected to their union, 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.

Unfortunately, we fell short of this measure with 57% of members reporting they feel connected to RNU.

Members who feel strongly connected to RNU said they feel connected because of strong communications from RNU including email, social media, and newsletters (34%), representing an increase from 2016-17 (25%). The second top mention was having the *myRNU* app (20%), also up from last year (11%).

We asked members why they do not feel connected. Among the group who do not feel a strong connection with RNU, over half were not able to articulate a reason for their lack of connection. The top mentions included poor issue resolution, feeling disheartened and apathy over the union.

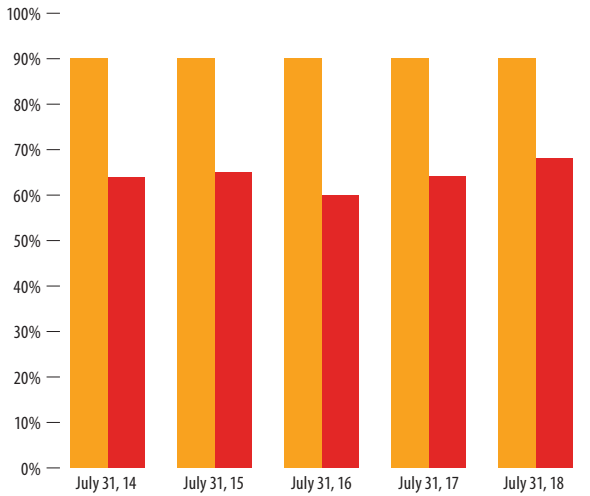
The group was also asked what, if anything, RNU could do to make them feel more connected. Again, the majority (69%) were unable to provide a response to this question. Top mentions include being more active in the workplace and advocating and enforcing existing rules.

We're committed to seeing this measure improve. This year, an engagement plan will be developed, outlining a strategy to improve our connection with members at both the provincial and branch level.

This plan will include set targets for visits to RNU branches by a member of the provincial executive. It will also provide tools and guidance to help branch representatives enhance engagement at the local level.

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

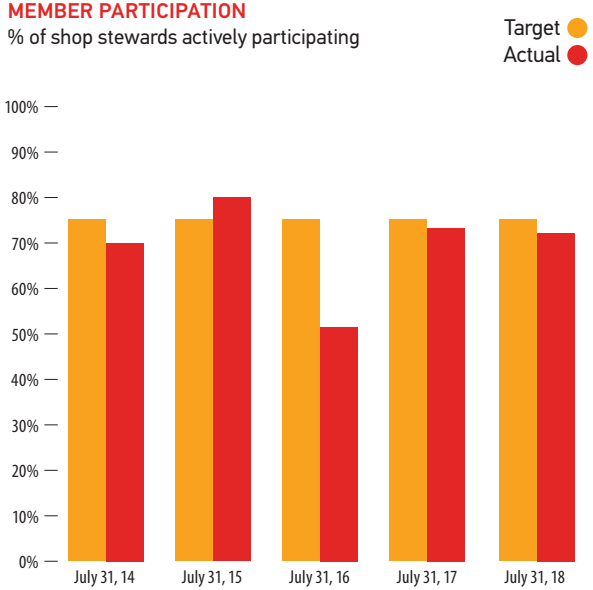
MEMBER PARTICIPATION
% of shop steward roles filled



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. At the branch level, a strong effort is made to attract new volunteers and fill shop steward positions. This year, 68% of all shop steward positions were filled. The last time this many shop steward positions were filled was in 2010-11.

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

MEMBER PARTICIPATION
% of shop stewards actively participating



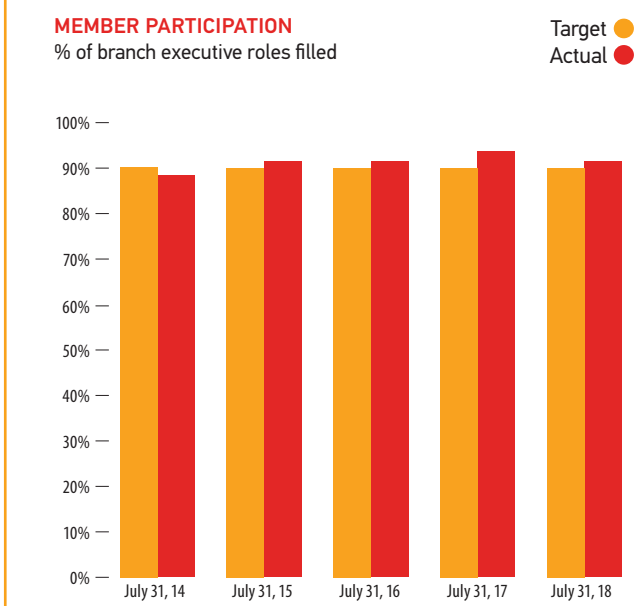
The role of shop steward is very important to the union as they offer essential supports to registered nurses in the workplace. Measuring the percentage of shop stewards who are active in their role is a valuable indicator of our union performance in the workplace. This year, we continue to see high participation with 72% of shop stewards reporting they were active in their role.

RNU provides education to new shop stewards to prepare them for their roles. We revised and improved the format and delivery of our education session last year. Now, LROs present sessions in their own service areas.

Feedback shows shop stewards are highly satisfied with the education offered. Ninety-four per cent give the education session high marks and 97% rate the instructor highly. Additionally, 91% are satisfied with the shop steward manual.

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

MEMBER PARTICIPATION
% of branch executive roles filled

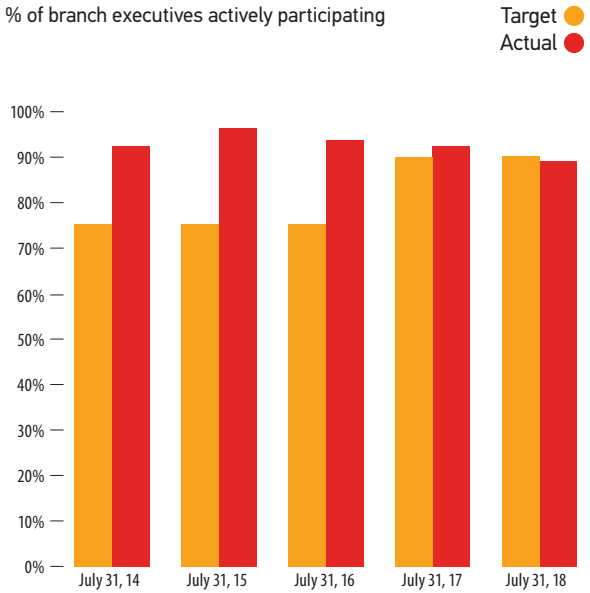


Branch executives advocate on behalf of RNs, as well as patients, residents and clients. Their role is very important within the structure of RNU as they work at the employer level to address issues impacting RNs. Monitoring the number of filled branch executive roles is an indicator of a strong union presence in the workplace. We are pleased to report that this year, 91% of branch executive roles are filled, once again surpassing our goal.

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

MEMBER PARTICIPATION

% of branch executives actively participating



Given the vital role branch executives play in our union, it's critical for them to be active and engaged.

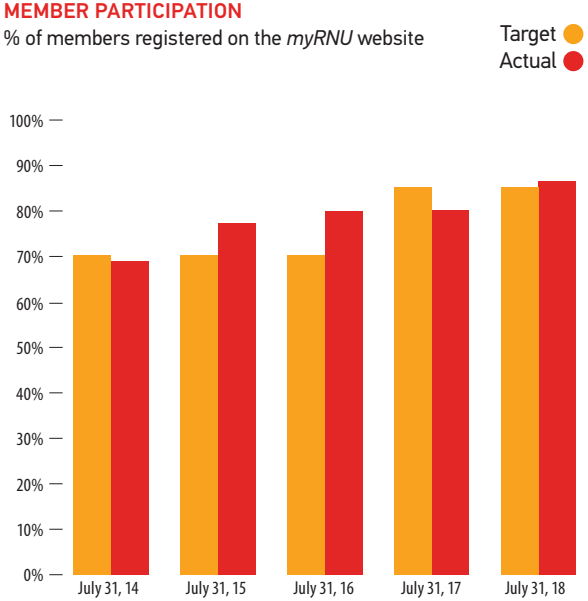
Once again, we are pleased to see high participation among this group with 89% of branch executives actively participating in the workplace. While this is a slight decrease from a year ago, we are pleased with this strong rating. It shows our branch executives are engaged, confident, and feeling valuable in their role.

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

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.

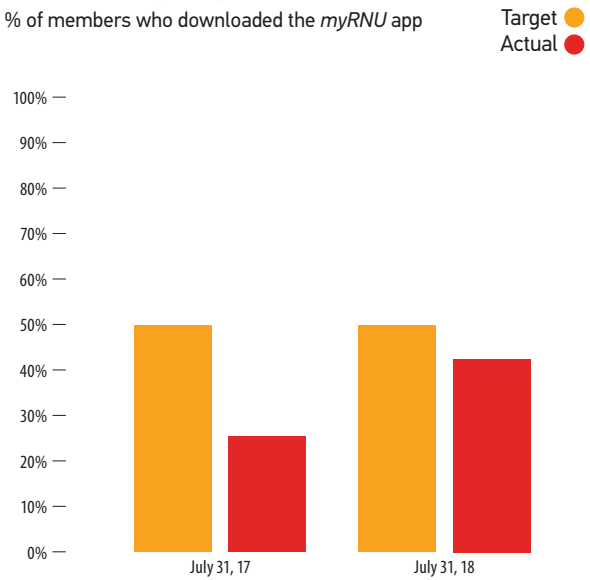
In 2017-18, we experienced a strong increase in *myRNU* registrations. We are pleased to report we have met our target for this goal. Eighty-six per cent of members now have a *myRNU* account.

In 2017, we launched the app version of *myRNU*, giving members a new option for using this critical communication tool. The app is available on the App Store and Google Play for Android. It has all the great features of the *myRNU* website combined with the mobility of an app.

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

MEMBER PARTICIPATION

% of members who downloaded the *myRNU* app



The popularity of our *myRNU* app continues to grow. The majority of members (86%) are now aware of the app and 42% of members have downloaded it.

The *myRNU* app was launched in March 2017. We are on track to reach our goal of having 50% of members using the app within the first two years of its launch.

We're committed to improving and enhancing our app given members' needs and preferences. We added a number of questions on our annual survey this year to find out how members and volunteers are using it. We also asked for your suggestions on how to make the app better.

Feedback from our members and volunteers show the *myRNU* app is an important and valuable tool. Our findings show three-quarters (75%) stated they accessed the *myRNU* app to look at the collective agreement. Another 62% stated they accessed it to read RNU news. This was followed by the discussion forum (39%) and accessing RNU resources (30%). The planner feature of the app is not being widely used and will be removed this year.

Users tend to access the app more frequently than the *myRNU* website. Forty per cent of users access the app at least once every two to three weeks.

Members were also asked what they like the best about the app. The top mentions included the app's accessibility (21%), ease of use (11%), timely updates/convenience (9%), and access to the collective agreement (9%). In terms of what they would like to see added to the app, most members (86%) could not think of any suggestions.

Our volunteers also provided valuable insight on the app, including areas for improvement. RNU will continue to invest in the app over the next year, with improvements and adjustments to update functionality and make it more user-friendly.

The 2018-20 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.

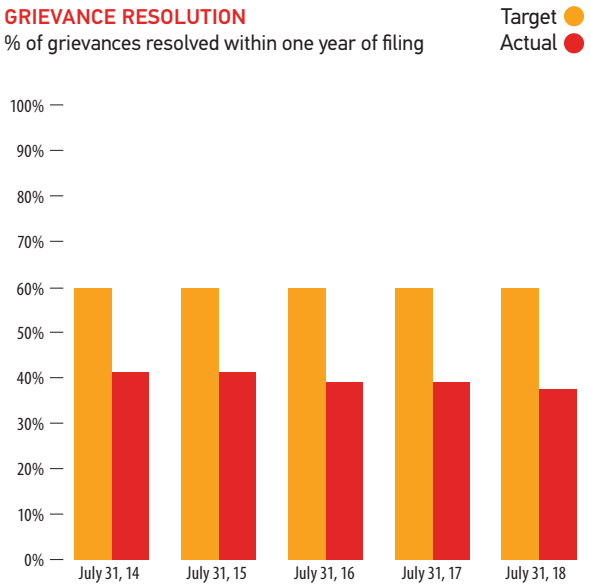
This year, we advocated for safe RN staffing through our awareness campaign, "More Full-Time RNs Can Save A Lot." Members from across the province, including RNs from 4 North A at the Health Sciences Centre, wore ID cards with the campaign tagline, helping to spread the campaign message.

PERSPECTIVE: EXCEL AT SERVICE

KPI OVERALL SATISFACTION

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

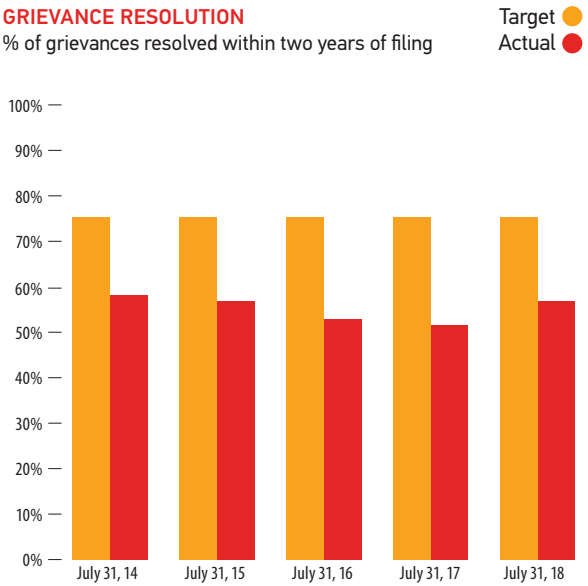
GRIEVANCE RESOLUTION
% of grievances resolved within one year of filing



RNU continues to obtain consistent results in resolving grievances. In 2017-18, 38% of grievances were resolved within one year of filing. Our work to improve grievance resolution will continue in the year ahead. While bargaining remains underway, we were successful in negotiating new language to introduce a province-wide grievance process, structured on the Early Intervention Pilot Project outlined on page 225 of the existing collective agreement. This language will allow collective agreement issues to be discussed, and potentially resolved, in a timelier manner.

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

GRIEVANCE RESOLUTION
% of grievances resolved within two years of filing



RNU made some progress in our rate of grievances resolved within the first two years of filing. In 2017-18, 57% of grievances were resolved within two years of filing, an increase 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, there was a substantial increase in the level of grievances resolved within five years of filing (75%). RNU is also experiencing success resolving grievances older than five years. We began this year with 23 files dated prior to 2010 and are now reporting three. Much of the success with closing older files was due to our ability to provide a dedicated labour relations resource for several months this year.

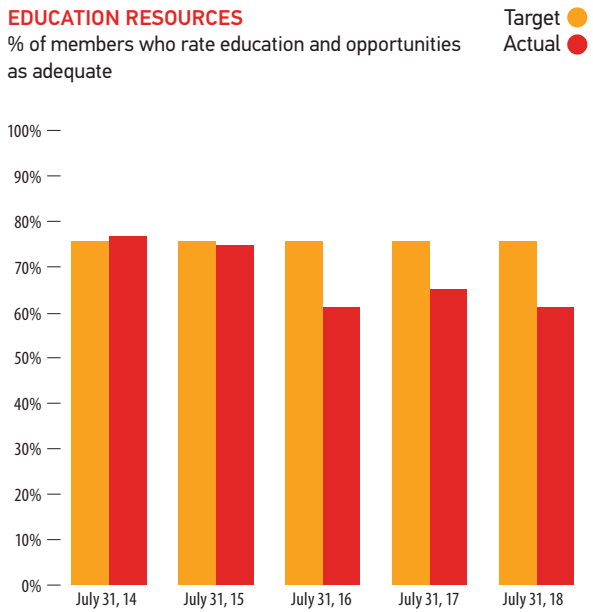
RNU is optimistic that with the implementation of the early intervention process province-wide and continued use of the new mediation/arbitration process, we will soon reach our 100% target for grievance resolution with five years.

Overall, with the exception of our one-year grievance resolution rate, we made solid progress this year. Our two- and five-year rates are improving: up by 3.6% and 10.2%. As well, despite a substantial spike in the number of new files opened this year (a total of 244 in one year), we successfully closed 176 files, many of which provided monetary settlements for our members.

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 aims to provide members with valuable education opportunities that are timely and support RNs' professional and union development. This year, 61% of our members were satisfied with the level of education RNU provided.

The *In Touch* newsletter is one vehicle used to deliver education to RNU members. Each issue features an Education Corner article on a relevant

Shop steward education sessions are held across the province each year. LRO Violet Browne (second from left) with shop stewards from Regions 1 and 2, following an education session in Goose Bay last April.

As always, Nursing Week was a time to celebrate and shine a spotlight on RNs. Here is a snap of RNs from 3A Medicine at Western Regional Memorial Hospital during Nursing Week.

and timely topic. *In Touch* also regularly includes articles highlighting professional practice success stories and explanations of the collective agreement. *myRNU* is also home to a variety of education resources and information for members.

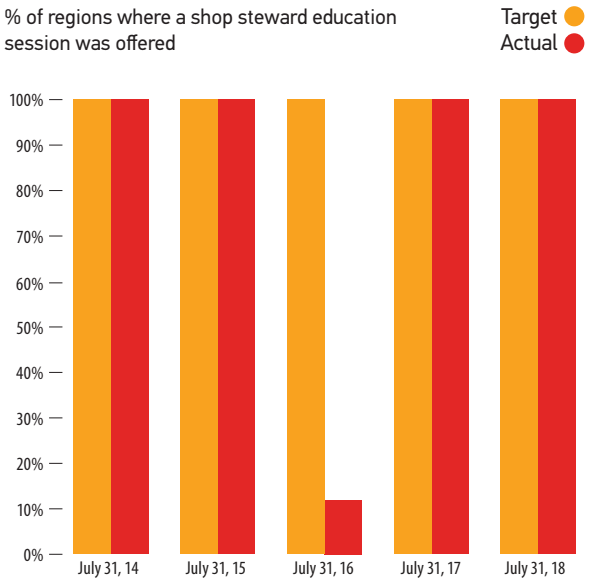
In addition, RNU offers a full array of education resources targeted at branch representatives. This includes in-person education sessions, training manuals, orientation programs, and opportunities to attend union conferences and events. Enhancing the education tools for volunteers was the focus of our efforts to improve education offerings over the last few years. Feedback from our volunteers shows this work is paying off. Satisfaction with volunteer education tools and resources is high overall and volunteers are active in the workplace.

Connecting members to education opportunities and increasing satisfaction in this area remains a 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



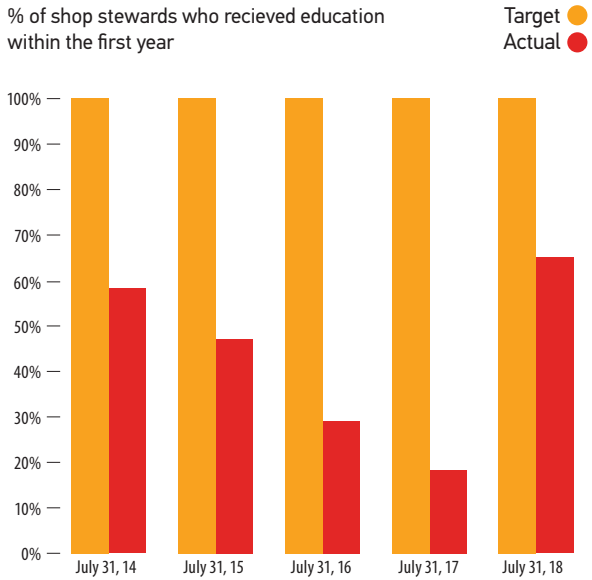
RNU strives to provide shop stewards with the opportunity to attend an education session in, or near, their region. Shop steward education sessions are an important learning opportunity and we are happy to report we remain on track in meeting this target. Eligible shop stewards were offered at least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

Our strategy is to offer combined sessions to regions in close proximity. By doing so we reduce costs per event and help maximize attendance. It also enables us to provide some regions a second session when demand is greater.

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



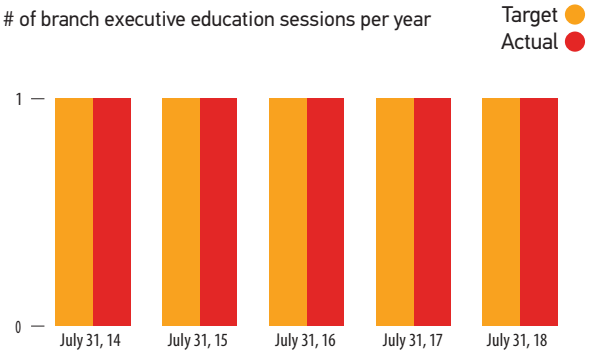
Shop steward education gives volunteers a chance to learn more about their role and duties over the course of a two-day session. Shop steward education sessions were held in every region this year, with some regions receiving two sessions. This led to a substantial improvement in the level of shop stewards receiving education after the first year of appointment.

Thirty-three out of 51 new shop stewards attended an education session. This equates to 65% of new shop stewards receiving education within their first year in the role. RNU is committed to see our success in this target continue.

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

EDUCATION

# of branch executive education sessions per year



The annual Branch Executive Education Session was held on April 17-18. Fourteen branch executives representing all regions were in attendance. A wide range of topics were covered, including roles of executive members, leadership, duty of fair representation, budgets and financial reporting, and professional practice. The session was evaluated highly, with all participants rating it excellent or good.

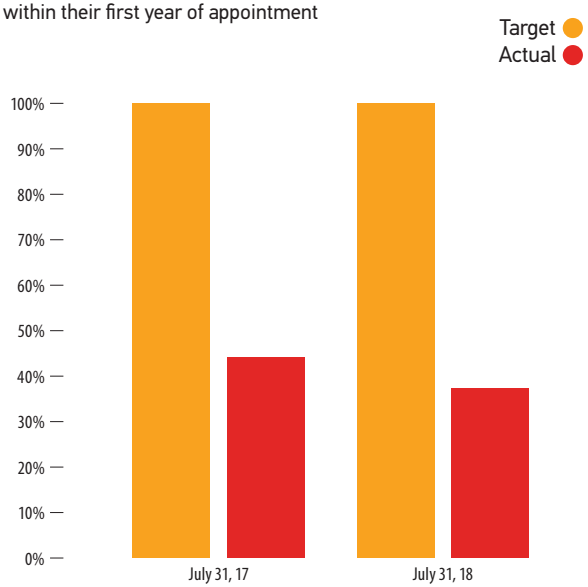
Research and Education Specialist Maureen Harris addresses RNU volunteers at the annual Branch Executive Education Session.

RNU formed a new partnership with the Newfoundland and Labrador Federation of Labour (NLFL). The alliance will strengthen our ability to push for positive change in health care and workers' rights.

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

EDUCATION

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

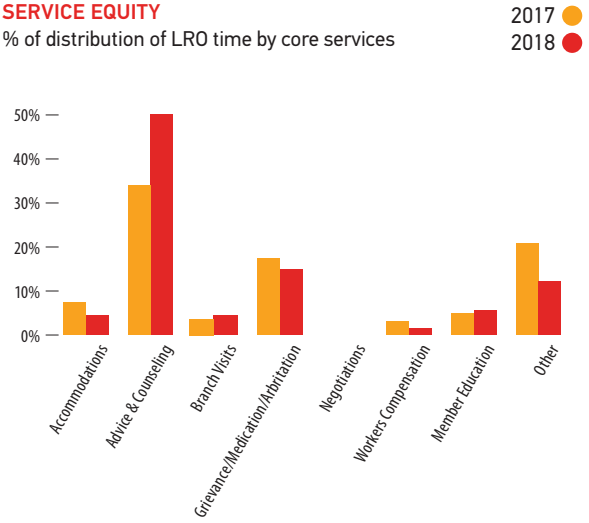


This year, 37% of new branch executive members received education within their first year of appointment. Employer approval for union leave is one barrier to reaching our high target in this measure. As well, the branch executive education session is held only once a year making it difficult to ensure high levels of participation.

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

SERVICE EQUITY

% of distribution of LRO time by core services



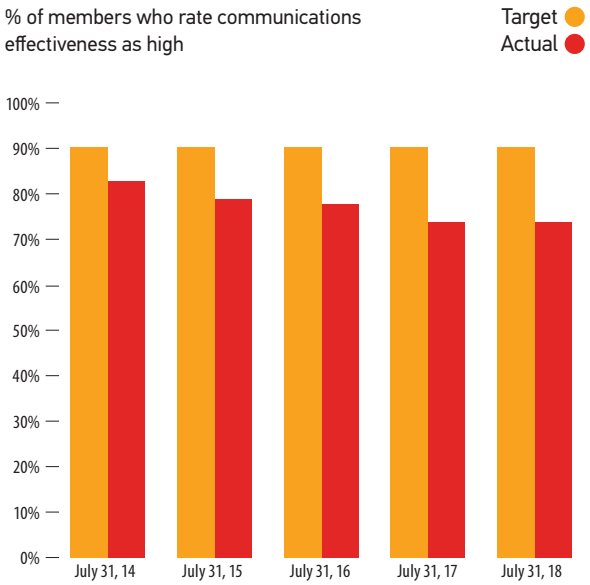
Labour relations officers (LROs) provide core services to members. LROs navigate RNs through important or challenging issues by assisting in grievance resolution, providing advice or counseling on a workplace matter, or by guiding members through the worker's compensation system.

Data collection to measure the time spent on core services continues to show LROs spent the majority of their time on advising and counselling members, and addressing grievances.

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 poised for success.

Overall, members continue to be quite pleased with the communications provided by RNU. Seventy-three per cent rated the overall effectiveness of communications a 4 or 5 on a 5-point scale, which was on par with the 2016-17 (73%).

While we remain short of our ambitious target of 90%, we are pleased with our performance.

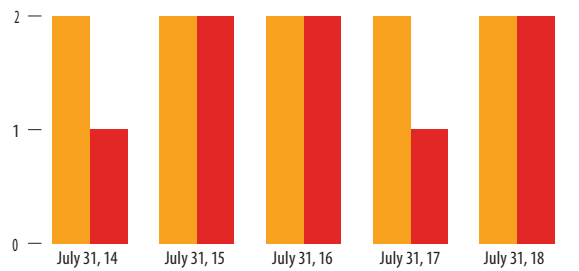
Our communication tools are well received and continue to gain traction with members. Our Facebook page and Twitter account continue to gain followers and perform well. Our email campaigns receive open rates well above industry standards. Members continue to be satisfied with the *In Touch* newsletter and also rate our use of Facebook Live as high.

Email and the RNU Facebook page were cited as the top information sources. This year saw a continuing trend in awareness of RNU's social media presence. Awareness of the *myRNU* app has increased further since a year ago, and there has been a significant increase in the number of members who have downloaded the *myRNU* app.

Moving forward, we remain committed to being current, accessible and responsive in our communication with members. New tools like Facebook Live will be used more frequently and we will increase our use of email communication.

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

EFFECTIVE COMMUNICATIONS
of *In Touch* newsletters per year



Our *In Touch* newsletter has been a staple communications tool for RNU since the 90s. The format of the newsletter has been updated and refreshed several times over the years, including in 2017 when we switched to a more modern magazine-style.

RNU commits to publishing two newsletters each year. In 2017-18, we met this target. The newsletter remains one of the top sources of

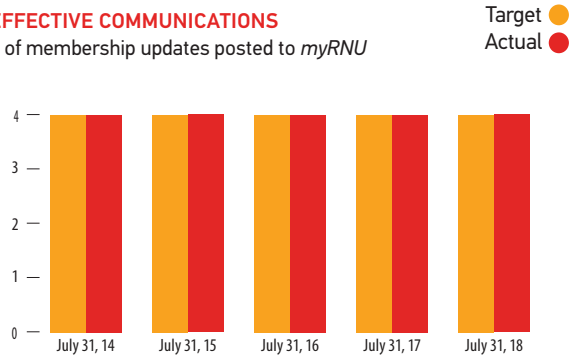
information for our members. Seventy-three per cent of members rate their satisfaction with *In Touch* a 4 or 5 on a 5-point scale.

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 each issue. These sections match the strategic objectives of RNU and the priorities identified by members. Currently, each issue features an education article, professional practice success story, RN spotlight, and collective agreement interpretation article.

In an effort to be more environmentally friendly and cost efficient, we have moved to electronic formats for several communication tools such as our annual report. However, we continue to print and mail the *In Touch* newsletter to all members, recognizing the value of putting RNU information directly into members' hands.

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

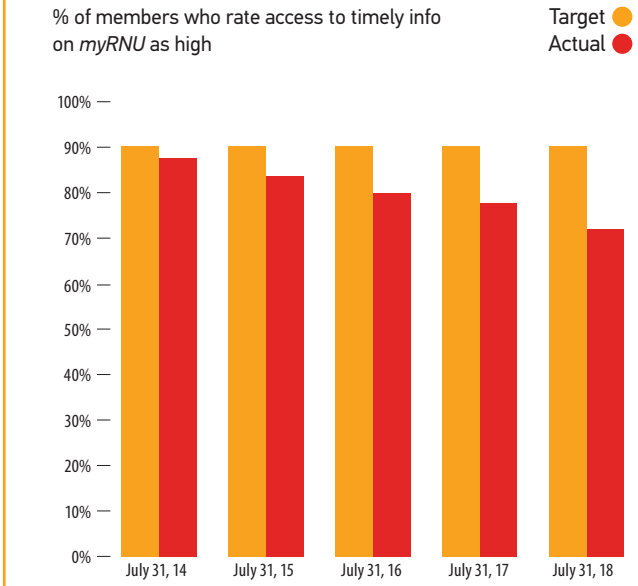
EFFECTIVE COMMUNICATIONS
# of membership updates posted to *myRNU*



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 and we met this goal once again in 2017-18.

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 union news. Now that *myRNU* is available as an app, members can access this tool from anywhere.

In 2017-18, we experienced a drop in the level of members who rate access to timely information on *myRNU* as high (72%). Given the importance of this tool, we will seek to improve the timeliness of updates moving forward.

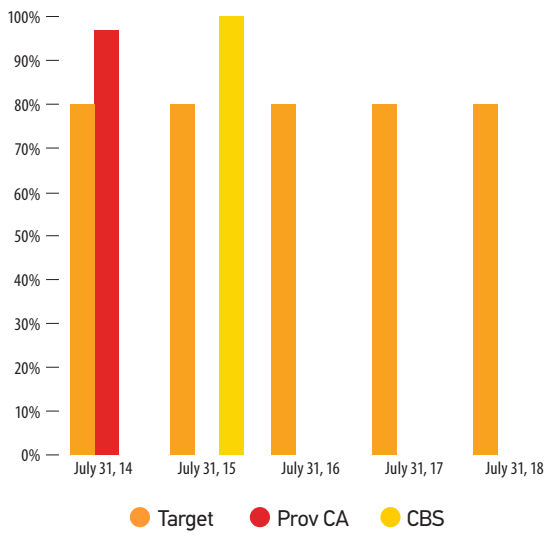
KPI COLLECTIVE BARGAINING SUCCESSES

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.

Negotiations remain ongoing for a Provincial Collective Agreement. As there were no contracts negotiated in this past year, we have no results to report for the following two goals.

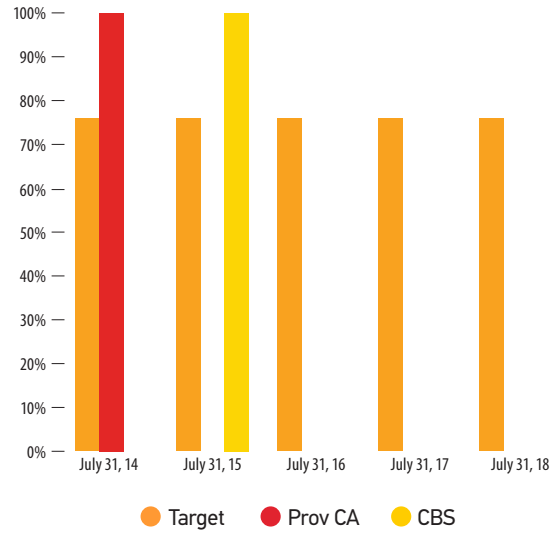
GOAL: To obtain 80% 'yes' votes on all contract ratifications.

COLLECTIVE BARGAINING
% of 'yes' votes on contract ratifications



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

COLLECTIVE BARGAINING
% of priorities sucessfully negotiated



RNU President Debbie Forward was highly vocal in the media during 2017-18. In addition to advocating for safe RN staffing, we addressed things like the need for national pharmacare, increased use of nurse practitioners, and violence in the workplace.

Maintaining a working relationship with the provincial government is key to achieving positive change for RNs and health care. RNU President Debbie Forward with Health Minister John Haggie at a briefing session on the untapped potential of Nurse Practitioners.

We were excited to take part in the St. John's Pride Parade this year and show our support for the diversity of our membership and LGBTQ community.

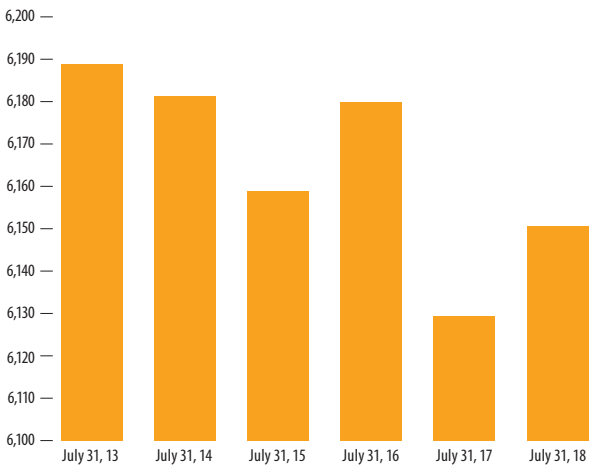
RN

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. RNU recognizes that appropriate registered nurse staffing levels are 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).

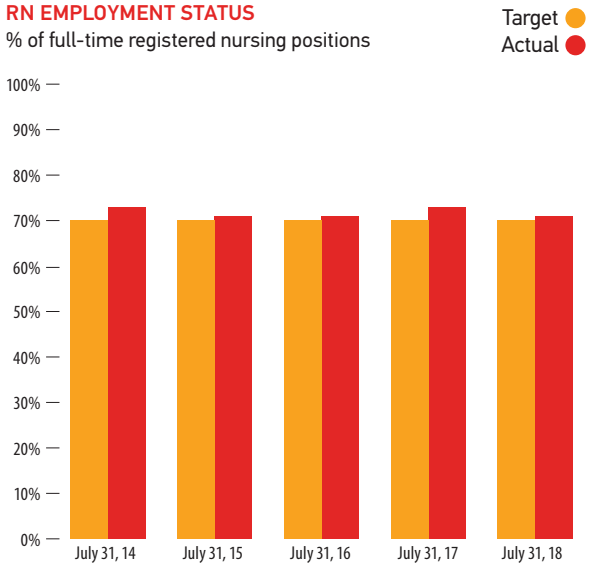
This year, 6,151 RNs were employed in the province. A number of factors may be contributing to this increase from 2017, including the continued hiring of casual RNs.

In addition to reviewing employment data provided by ARNNL, we now receive quarterly reports from Regional Health Authorities, which allow us to analyze changes in core nursing providers and bed counts. The reports are analyzed by labour relations officers and reviewed by your board of directors during each meeting. This information will support RNU as we continue to stand up against staffing cuts and work to improve patient care.

KPI EMPLOYMENT STATUS

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

RN EMPLOYMENT STATUS
% of full-time registered nursing positions



Ensuring that our nursing graduates, as well as registered nurses from outside the province, can secure full-time employment is integral to keeping RNs working in our province's health care system. Establishing and maintaining

full-time permanent positions has a positive impact on recruitment and retention. This is why RNU monitors employment status every year.

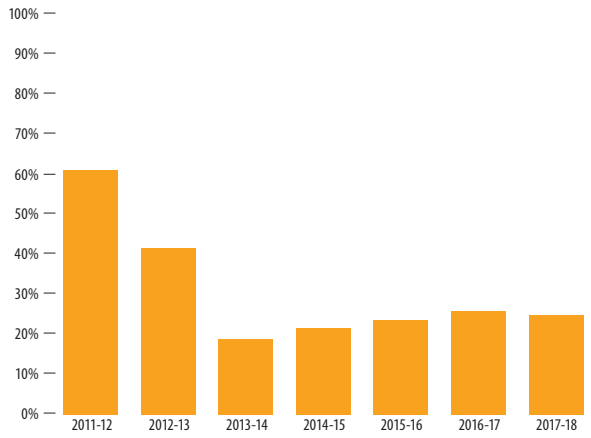
The Canadian Nursing Advisory Committee sets a national target of 70% full-time employment for registered nurses. In 2017-18, Newfoundland and Labrador slightly exceeded this rate with 71% of registered nurses in full-time positions. Registered nurses in our province continue to have the highest rate of full-time employment in Canada.

While high full-time employment is positive, it is concerning that Newfoundland and Labrador has the highest rate of casual employment in the Atlantic Provinces.

Several studies have been undertaken this year to examine the high rates of casual employment in our province. RNU conducted a study in the spring and researchers with the Schools of Nursing are also examining this issue. The information gathered by RNU is being reviewed as part of

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

RN EMPLOYMENT STATUS
% new grads employed full-time



discussions at the bargaining table.
RNU also specifically monitors the percentage of new graduates employed full-time in the province. In 2017-18, 24% of new graduates were working full time. This number decreased slightly from last year (25%).

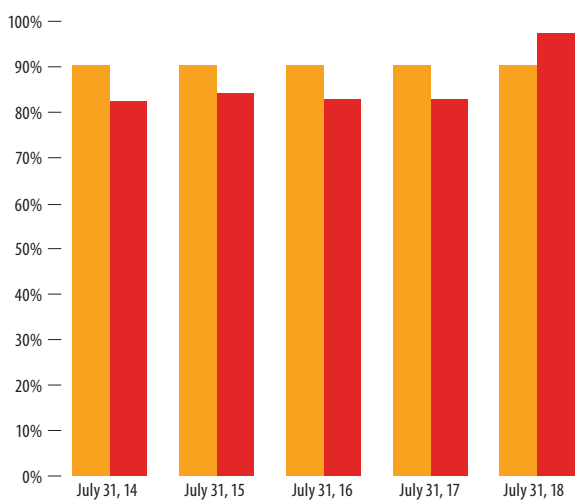
The trend of high rates of casual employment continued with the majority of 2017 graduates employed casually (75.1%). Most who work casual report that they desire full-time employment. Only 19.1% of the 2017 graduating class desire casual status.

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 performance of the RNU as 3 or higher.

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



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

RNU continues to perform well in the eyes of the general public. In fact, public support for registered nurses and RNU reached a record level of 97% this year.

Other indicators of support show that:

- **Strong Advocate or Voice for Registered Nurses – 94% Agree**
- **Strong Advocate or Voice for the Public Health Care System – 75% Agree**
- **Presenting a Professional Image to the Public – 89% Agree**
- **Strong Advocate or Voice for Patients – 72% Agree**
- **Effective Leadership – 71% Agree**

RNU is the most trusted source 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 96% 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.

Our media campaign, "More Full-Time RNs Can Save A Lot," certainly feeds into our high performance among the general public. Overall awareness of the campaign was strong at 65%. More than three-quarters of respondents who recalled the ad reported seeing it on TV and over half of the respondents reported that the main message of the ad was the need for more nurses.

We also had a strong presence in the community in 2017-18, with our Seniors' Rest Stop at the Regatta, participation in St. John's Pride Parade, and a high level of giving to non-profit organizations making a difference in our province and beyond.

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 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. 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, Federal/Provincial/Territorial Health Ministers meeting, and Parliamentary Breakfast on pharmacare.
- Briefing session with the Minister of Health and Community Services, Minister of Finance, and key department officials regarding "More Full-Time RNs Can Save A Lot."
- Briefing sessions with NDP interim leader Lorraine Michael and members of the PC caucus, including Health Critic David Brazil, regarding "More Full-Time RNs Can Save A Lot."
- Participation in 2018 Pre-Budget Consultations

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

Some highlights from the past year include:

Media, Committees, Lobbying and Advocacy

- Numerous media interviews on regional, provincial, and national issues;
- Media campaign "More Full-Time RNs Can Save A Lot;"
- President represented RNU on CFNU National Executive Board;
- RNU President presented at a Health Care Forum hosted by Memorial Univeristy;
- RNU President was a panelist at CBC's health care forum, "Critical Condition;"
- Provided a submission for the review of PTSD coverage in workers' compensation legislation;
- RNU President moderated a Pharmacare Town Hall hosted by the Canadian Labour Congress;
- RNU Vice President participated in the Canadian Health Coalition's Lobby Day on public solutions to improve health care;
- Connected with Centre for Nursing Studies for senior student clinical placement project;
- Continued participating in a new coalition of labour and community groups called Common Front NL;
- Meetings with ARNNL leadership;
- Participation in CFNU roundtable on violence in the workplace;
- 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.

RNU continues to be the most trusted source of health care information in NL when compared to other unions, the provincial government, and the media. The RNU President was a panelist at health care forums hosted by CBC and Memorial University this year.

Our volunteers make our union strong. Providing education opportunities is key to ensuring our volunteers are active and engaged. Over 70 delegates from RNU attended Eastern Labour School on June 4-6 in Antigonish, Nova Scotia.

RNU had a strong presence in the community in 2017-18, with our Seniors' Rest Stop at the Regatta, participation in St. John's Pride Parade, and a high level of giving to non-profit organizations making a difference in our province and beyond.

RNU staff often come together to show their support for community causes and events. Staff wore hockey jerseys after the tragedy involving the Humboldt Broncos hockey team as a way to show support. #HumboldtStrong

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. Along with our volunteers, they are our most important and valuable resource. We know how integral our staff is to RNU and we are committed to partnering with our staff to meet our goals and objectives as a union.

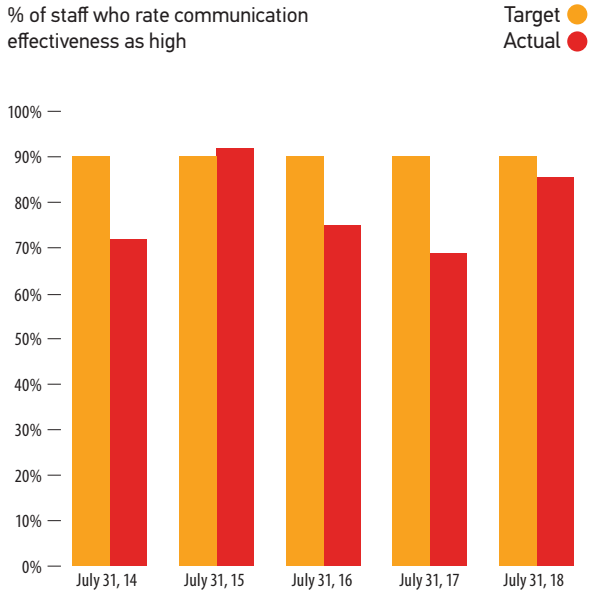
This year, 92% of staff rated their overall satisfaction with RNU as an employer as high. In fact, the majority of employees said they were "very satisfied" with RNU as an employer, giving top marks of 5 on a scale from 1-5. RNU remains committed to monthly staff meetings, weekly labour relations officer 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).

EFFECTIVE COMMUNICATION

% of staff who rate communication effectiveness as high

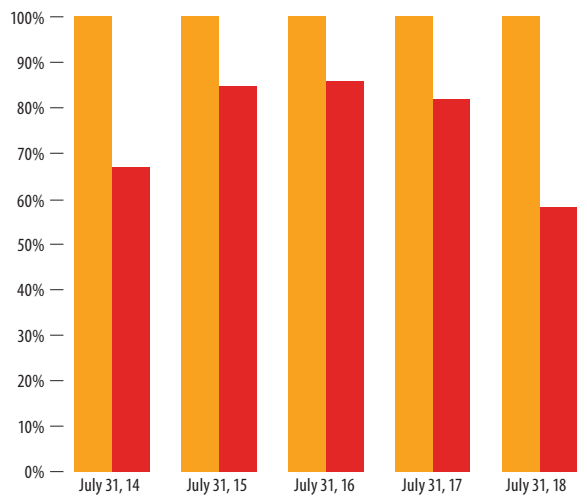


In 2017-18, 85% of RNU staff rated communications effectiveness as high. This marks an increase in satisfaction with internal communications and reflects our commitment to keeping staff engaged and informed. We are committed to our goal of having 90% of staff rate communication effectiveness as high 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



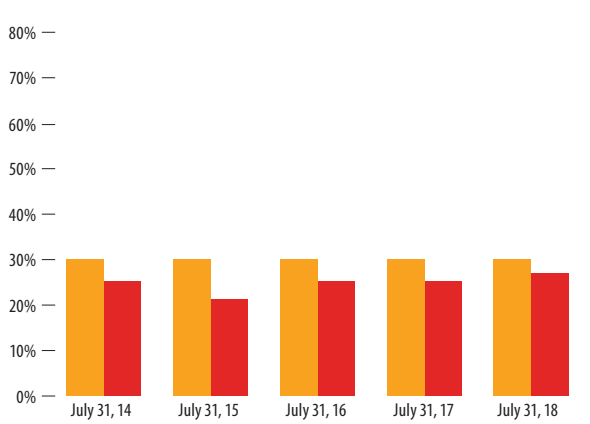
Providing opportunities for employees to build on their skill sets and abilities is important for our staff and helps strengthen our organization. RNU encourages staff to embrace professional development by providing employees with opportunities to take part in education and training. While all staff are encouraged and supported to attend professional development, there were several staff members who were not able to avail of opportunities this year for a variety of reasons such as scheduling conflicts or lack of suitable offerings.

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



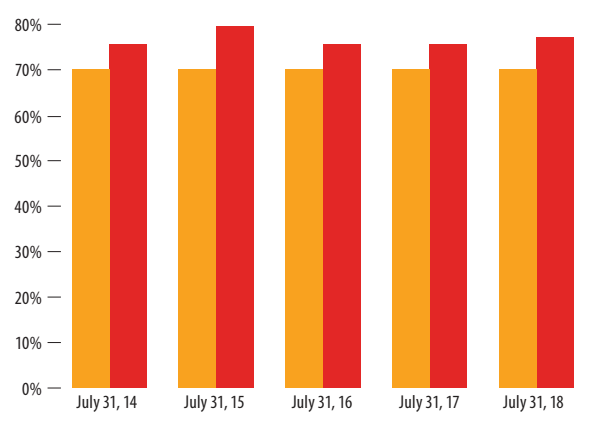
Union dues enable RNU to deliver the services and support you require. We focus on appropriate allocation and use of these funds in meeting your needs with a dedication to investing considerably more in delivering membership services than in operational expenses.

In the 2017-18 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 membership services at 70% or higher.

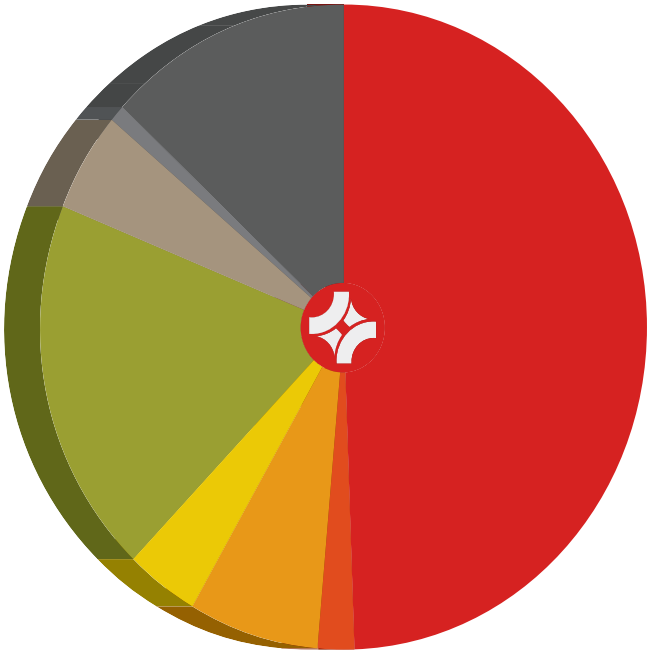
DUES TO SERVICES
% of dues allocated to membership services



Once again this year, we exceeded our target of 70% of dues income allocated to membership services, with 77% spent on our members. This reflects the importance RNU places on membership services and ensuring that members have the services and support they require.

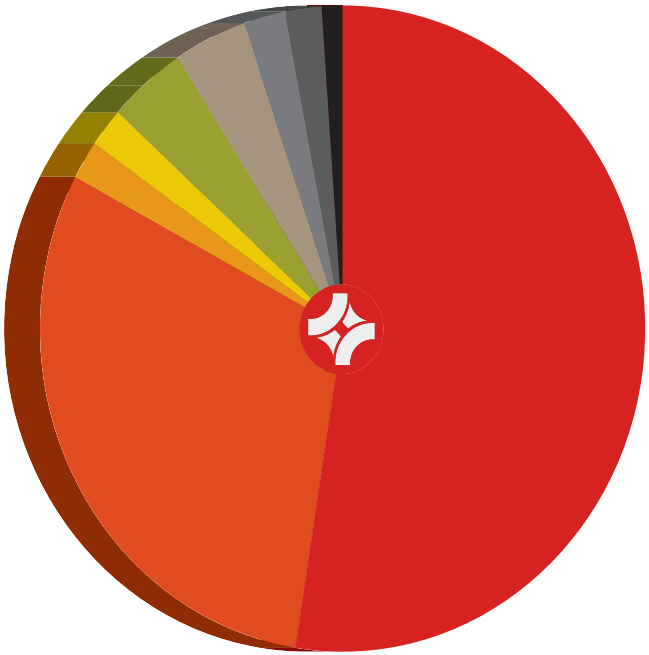
FINANCIAL FOOTNOTES

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.



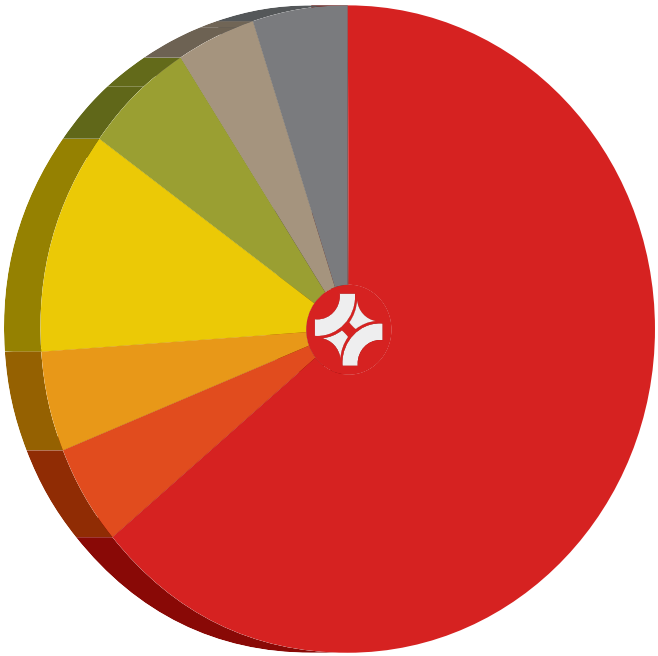
MEMBERSHIP SERVICES BREAKDOWN

- Membership Support & Advocacy **50%**
- Professional Services **2%**
- Board of Directors & Committees **7%**
- Defense Fund Contributions **4%**
- Education & Communication **19%**
- Labour Affiliations/Conventions **5%**
- RNU Conventions & Meetings **1%**
- Bargaining **13%**



MEMBERSHIP SERVICES—SUPPORT & ADVOCACY BREAKDOWN

- Salaries & Benefits: Labour Relations **52%**
- Salaries & Benefits: Executive **30%**
- Travel: Staff **2%**
- Travel: Executive **2%**
- Branch President Support **4%**
- Arbitration & Mediation **4%**
- Branch Funds **2%**
- Donations **2%**
- Scholarships **1%**



OPERATING EXPENSES—BREAKDOWN

- Salaries & Benefits **64%**
- Professional Services **5%**
- Other **5%**
- Building **11%**
- Depreciation **6%**
- Repairs & Equipment Rental **4%**
- Office Supplies **5%**

RN