

# RNU

# STRATEGIC PLAN

## 2025-2027



Championing Nurses.  
Strengthening Care.  
Protecting Public Healthcare.



Cover Photo by RNU/Dan Williams

Featuring RNU Members: Sarah Lomholt-Purchase, RN; Alysha Delaney, RN; Aloysius Ducey, RN

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# Message from the President



Dear Members,

Across Newfoundland and Labrador, Registered Nurses and Nurse Practitioners continue to face increasing pressure in their workplaces.

You are working in a system that is stretched thin. Staffing shortages persist. Workloads remain heavy. Expectations continue to grow. And despite it all, you continue to show up, provide care, and advocate for your patients every single day.

I have been a nurse for more than three decades, and I have never seen the level of strain we are seeing today. But I have also never been more certain of the strength of this profession and the power of working together.

That is what this plan is about.

Our Strategic Plan for 2025 to 2027 sets out how RNU will focus its work over the next three years. It reflects what we are hearing from you. It reflects the realities of our healthcare system. And it reflects our responsibility to lead, to advocate, and to act.

We are focused on three priorities:

- Championing the role and lives of nurses
- Strengthening how we serve you
- Protecting our public healthcare system

This is a commitment to you. A commitment to stay focused on what matters most. A commitment to be clear and accountable in our work. And a commitment to stand with you every step of the way.

In solidarity,

**Yvette Coffey, RN**  
President

## Our Mission

To advocate for and empower our membership through strong, democratic representation, advancing safe practice, respect, and a sustainable, publicly funded health care system.

## Our Vision

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

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

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

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

## Pillars of RNU

The Registered Nurses' Union Newfoundland & Labrador logo incorporates four pillars that represent the important work RNU does on behalf of registered nurses, Newfoundlanders and Labradorians, and our public health care system: negotiate, advocate, champion, and protect.

This is a strong representation of who we are, what we do, and our critical role in labour relations and healthcare in our province.



## What This Plan Means for You

This plan is about making sure your union is focused on what matters most in your day-to-day work.

It reflects what we are hearing from members across the province. It sets clear priorities. And it outlines how we will measure our progress and hold ourselves accountable.

# Strategic Direction 1: Champion the Role and Lives of the Membership

## What this means

This work focuses on improving your experience as a nurse. It includes safer workplaces, better staffing, stronger advocacy, and greater recognition of your role.

## Perspective: Members

### Goal 1: Improve your experience at work

Enhance the well-being and professional experience of members in the workplace.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Advocate for a Health Sector Safety Council	Council established and operational	Within 12 months	President
Campaign for a core staffing review	Review completed	Within 6 months	President
Work with CRNNL on safe hours of work	Formal discussions initiated	Within 6 months	Board
Meet with government leadership	Number of meetings held	4 per year	President and Executive Director
Support nursing graduates	Percentage employed	95%	Board

### Goal 2: Strengthen inclusion and belonging

Enhance Diversity, Equity, Inclusion, and Belonging (DEIB) awareness across all organizational activities.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Include DEIB content in all activities	DEIB included in meetings and materials	100% compliance	Director of Communications

### Goal 3: Increase understanding and recognition of your role

Increase clarity and recognition of member roles within the healthcare system.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Launch NP awareness campaigns	Number of campaigns	2 campaigns	Director of Communications

### Goal 3: Increase understanding and recognition of your role

Increase clarity and recognition of member roles within the healthcare system.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Launch RN awareness campaigns	Number of campaigns	2 campaigns	Director of Communications
Provide membership materials	% of members receiving materials	75% within 12 months	Director of Communications

### Goal 4: Strengthen oversight and partnerships

NP funding model and stakeholder engagement.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Meet with Department of Health and Community Services	Number of meetings	2 per year	President
Work with NLNPA	Number of meetings	2 per year	President

### Goal 5: Build confidence in your union

Maintain member satisfaction and confidence

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Introduce new member education	Member feedback rating	“Good” rating	Director of Communications
Ensure branch visits	% of branches visited	100% per year	Board - Regional Representatives

## Strategic Direction 2: Strengthen RNU's Capacity to Serve Our Members

### What this means

This work focuses on improving how RNU supports you. It includes better systems, stronger local engagement, and more effective issue resolution.

### Perspective: Internal Processes

#### Goal 1: Strengthen connection with members

Improve understanding of regional challenges through engagement.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Complete President's regional tour	All regions visited	Over 3 years	President and Board
Attend branch meetings	Meetings held	One per branch annually	Board - Regional Representatives

#### Goal 2: Support a stronger public workforce

Reduce reliance on private agency nurses.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Advocate for permanent RN positions	Positions created	Ongoing	Board
Campaign on privatization costs	Campaign launched	Within 12 months	Director of Communications
Negotiate agreements and incentives	Agreements finalized	Within 12 months	Board

#### Goal 3: Improve issue resolution

Enhance grievance management.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Improve grievance processes	Resolution rates	10% per year	Director of Labour Relations
Promote early resolution	Reduction in backlog	10% reduction	Director of Labour Relations

## Goal 4: Improve systems and communications

Streamline records and communication systems.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Improve data systems	Integrated database	Within 18 months	Director of Corporate Services
Develop communications strategy	Strategy completed	Within 12 months	Director of Communications

## Goal 5: Strengthen branch and volunteer support

Volunteer structure and education.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Enforce branch reporting	Submissions per branch	3 per year	Board - Regional Representatives
Review volunteer structure	Review completed	Within 12 months	Board - People & Culture Committee
Recruit Shop Stewards	% positions filled	85% by end of 2026	Board - Regional Representatives
Deliver education sessions	Sessions delivered	4 annually	Director of Communications

# Strategic Direction 3: Protect the Public Healthcare System

## What this means

This work focuses on strengthening public healthcare through education, professional practice, and strong internal capacity.

## Perspective: Learning and Development

### Goal 1: Strengthen labour relations expertise

Increase staff skills in labour relations and conflict resolution.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Provide arbitration training	% of staff trained	100%	Director of Labour Relations
Provide conflict resolution training	% of staff trained	100%	Director of Labour Relations

### Goal 2: Improve access to education

Enhance member education resources available on myRNU.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Update and maintain online educational content for members to include interpretations, topics of interest, and professional practice	Interpretations online	5 per year	Director of Communications
Revamp Board education	Package completed	Within 4 months	Director of Communications

### Goal 3: Strengthen professional practice

Increase awareness and integration of professional practice.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Train staff on practice issues	Training delivered	Ongoing	Director of Labour Relations
Deliver education sessions	Sessions delivered	Ongoing	Director of Communications

### Goal 3: Strengthen professional practice

Increase awareness and integration of professional practice.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Educate members	Education delivered	Ongoing	Director of Communications
Include language in agreements	Language included	Ongoing	President and Executive Director
Support practice committees	% of locations with committees	75%	Director of Labour Relations

### Perspective: Financial

### Goal 4: Strengthen financial management

Financial management.

What we will do (Initiatives)	How we will measure progress (Key Performance Indicators)	Timeline (Target)	Lead (Responsibility)
Monitor administrative costs	% of total expenses	30%	Secretary-Treasurer
Reduce vendor reliance	Spending reduced	5% per year	Secretary-Treasurer

## Final Note

This plan reflects your priorities as members. It outlines what RNU will focus on and how progress will be measured.

It is a commitment to stay focused, transparent, and accountable. Most importantly, it is a commitment to stand with you.



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