



SOARING INTO THE FUTURE:

UPDATED BCNU STRATEGIC PLAN

2009-2011

September 2009

The Core Purpose of BCNU

The core purpose of BCNU is to protect and advance the health, social and economic well-being of our members and our communities.

The Core Values of BCNU

(unchanged, pending Council deliberations)

- collectivity
- equality
- honesty, integrity
- caring, compassion, social justice

(if the decision is to revisit: consider this DRAFT)

- caring
- democracy
- honesty
- member driven
- compassion
- equality
- integrity

The Core Beliefs of BCNU

(unchanged)

These core beliefs are our Values in action:

1. We believe that everyone has the right to be treated with honesty, integrity, courtesy and respect
2. We believe in every person's right to equality regardless of gender, race, creed, colour, sexual orientation and physical ability.
3. We believe that every person has the right to participate in decisions about their own health and the delivery of health services in Canada.
4. We believe that all workers have the right to belong to a union and to free collective bargaining.
5. We believe that every member has the right and responsibility to participate in the affairs of the union.
6. We believe that as part of the labour community, we have all the rights and responsibilities inherent therein.
7. We believe that all workers have the right to expect that their socio-economic welfare will be safeguarded and promoted.
8. We believe that all workers are entitled to a healthy and safe workplace.

9. We believe that as a union predominantly comprised of women, we must take a leadership role in addressing issues of particular concern to women.
10. We believe that all health care workers have the right and responsibility to participate in health care decision making.
11. We believe in the five principles of the Canada Health Act: universality, public administration, comprehensiveness, accessible, and portability.
12. We believe that social determinants impact health and well-being.

Our Three Year Vision 2009-2011

(Draft)

In three years BCNU will have effectively championed enhanced worklife and health for our members, and be recognized as a leading advocate for the publicly funded health care system in which they work.

Our Strategic Directions and Objectives 2009-2011

Strategic Direction One

Make measurable progress to enhance the socio-economic status, worklife balance, workload, and workplace safety of our members.

Planning Imperative and Context

Poor working conditions will not be tolerated, and despite considerable gains made by BCNU during the past year, significant challenges remain in areas of workload, worklife balance and workplace safety. The nursing shortage continues to result in demands for excessive overtime, assignments without adequate education and training, and similar challenges that put both nurses and their patients at increased risk. Nurses are reporting increased threats to their personal health and safety while at work, and violence is being experienced at an alarmingly increasing rate. BCNU must act, and must equip members to take action as advocates and activists. We also recognize that resolution of these issues requires continued government commitment, the support of employers, assertive bargaining objectives, and implementation of new contract language. As the scope of certifications grows to include non-nurse members, we must also recognize that part of the labour shortage being experienced within the system arises from failure to compensate health care workers commensurate with the value of their work. Thus we must continue to bargain for enhanced wages, benefits and working conditions for all our members, and then be vigilant to ensure that the full benefits and intentions of new contract language are achieved and safeguarded. Success in this Strategic Direction will also contribute to our pursuit of Strategic Directions 3 and 4, for with measurable progress we will grow our membership, and a larger membership will contribute to a stronger advocacy voice for the Union.

<i>Strategic Direction One</i>	<i>Objectives</i>
Make measurable progress to enhance the socio-economic status, worklife balance, workload, and workplace safety of our members.	1.1 Achieve substantial bargaining gains for all our members
	1.2 Take specific and effective actions to make progress and address issues of members' personal health and safety in the workplace

Strategic Direction Two

Increase BCNU's capacity to respond effectively to members' concerns.

Planning Imperative and Context

If we are to continue to grow and succeed (Strategic Directions 1, 3 and 4 above) we must ensure our internal capacity is adequate to the task. To advocate and bargain successfully, to represent more members effectively, and to campaign with impact, we must have the human and financial resources required. And moreover, we have a duty to live our values: to build effective and collegial working relationships with each other, with staff and with partners; to serve with honesty, integrity and compassion; and in all things, to be driven by the priorities and needs of our members. Our working environment challenges us to achieve these goals in many ways, including rapid technological change; ever-increasing workload; an increasing shortage of skilled workers; and an ever more culturally diverse population. To succeed, we must not only adapt, we must anticipate, learn, innovate, communicate and regularly attend to the relationships that are at the heart of our success.

<i>Strategic Direction Two</i>	<i>Objectives</i>
Increase BCNU's capacity to respond effectively to members' concerns.	2.1 Become seen as a service-oriented, effective and responsive organization by a majority of members
	2.2 Be the voice of health care regarding nursing / Be the recognized professional voice of nurses
	2.3 Invest time, attention and resources to enhance effective working relationships across the organization
	2.4 Become the epitome of a lifelong learning community through diverse learning opportunities
	2.5 Adequate BCNU staff capacity for effective bargaining success

Strategic Direction Three

Champion our publicly funded and delivered health care system and protect the public and BCNU members from efforts to erode it.

Planning Imperative and Context

Canada’s publicly funded and publicly delivered health care system is known to be one of the best in the world, but it continues to be eroded. There is a growing proliferation of private health services, some of them entirely privately funded and others offered within public settings. These trends represent an erosion of the *Canada Health Act* and compromise the values and social safety net that Canadians consider so important. These trends also are fundamentally at odds with BCNU values including equality, caring, compassion and social justice.

During the next two years, elections will take place at the municipal, provincial and federal level. To varying degrees, each of these represents an opportunity to BCNU to champion our publicly funded and delivered health care system. Given current economic trends, and our analysis of the policy platforms and priorities of the parties most likely to form the next provincial and federal governments, it is imperative that BNCU act now to protect the public and BCNU members from efforts to erode public health care. To be successful, we must ensure that we are recognized and respected as a significant voice in the public policy arena with respect to health care issues.

<i>Strategic Direction Three</i>	<i>Objectives</i>
Champion our publicly funded and delivered health care system and protect the public and BCNU members from efforts to erode it.	3.1 Achieve public recognition as a recognized and respected voice on issues affecting social determinants of health and public versus private for-profit health care
	3.2 Use strategic avenues to protect public health care and to emphasize the negative impacts of privatization to halt further privatization of health care delivery
	3.3 Make private health care services and providers more accountable to the public health care system

Strategic Direction Four

Grow and represent all health care workers in BC, through a larger, knowledgeable, more engaged, active diverse membership.

Planning Imperative and Context

The British Columbia health care workplace is increasingly characterized by multi-disciplinary teams, changing work roles, and new models of care delivery. At the same time, the health care workforce (and the workforce in general) is aging, and demographic trends indicate that even with significant reliance on internationally educated professionals, we will be increasingly challenged to recruit and retain appropriately trained and equipped workforce. For BCNU to survive, thrive, and excel at representing the interests of its members and their communities, it must ensure that it not only includes an increasingly diverse membership, but that it engages, educates and serves them. To do so requires a larger membership and a more engaged membership, both of which will also contribute to Strategic Directions (1) and (3) by strengthening our collective voice. Concurrently, changes in licensure in BC health professions have created a gap in support for professional practice maintenance and enhancement. This gap represents an opportunity for BCNU to expand its services and appeal not only to nurses but to other colleagues in the health care workforce.

<i>Strategic Direction Four</i>	<i>Objectives</i>
Grow and represent all health care workers in BC, through a larger, knowledgeable, more engaged, active diverse membership.	4.1 Increase our membership, including more nurses in private facilities and non-nurse members
	4.2 Increase our professional service to and influence with nurses and other health care workers and professions
	4.3 Double the number of activists involved in BCNU activities

Prepared for

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