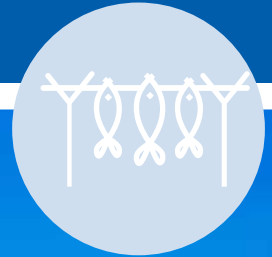


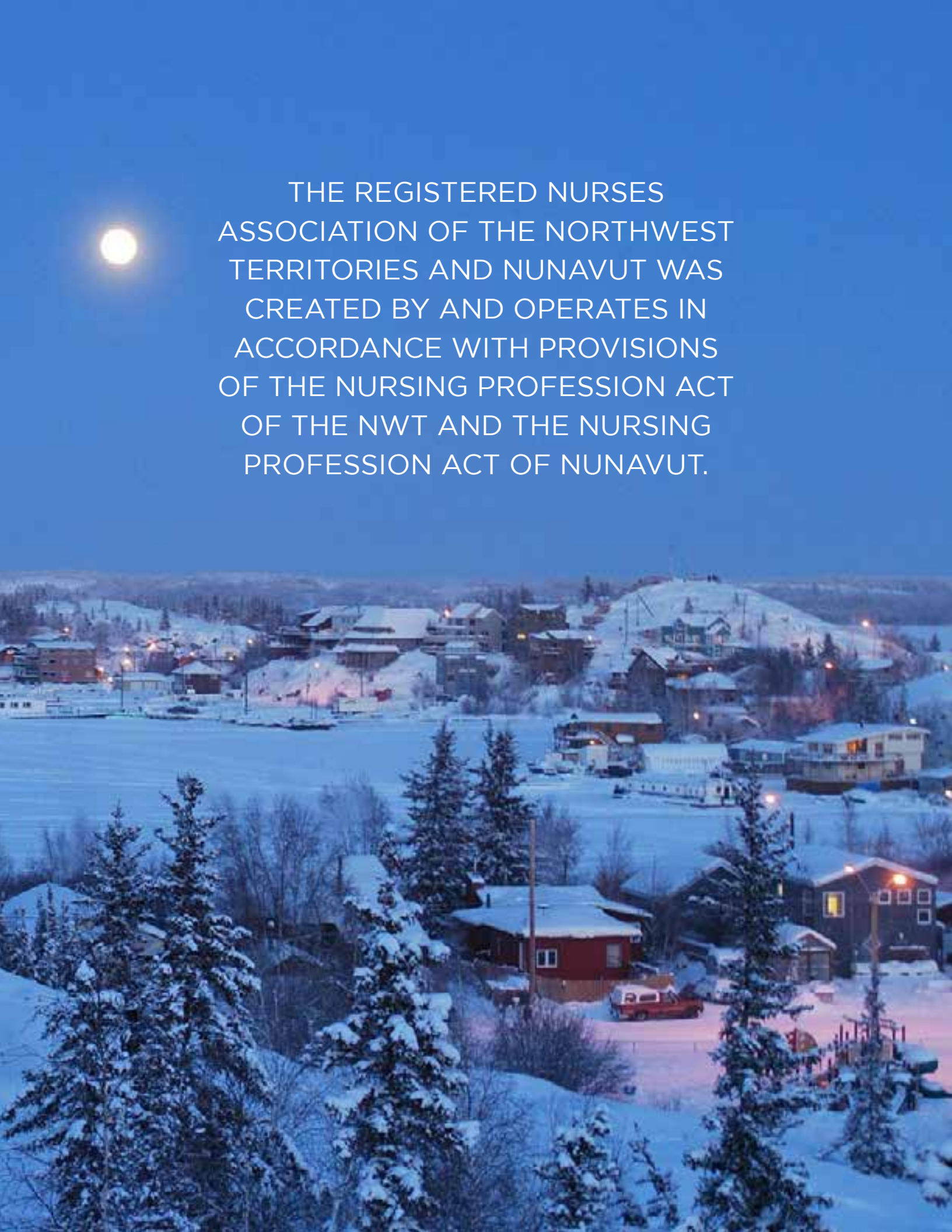


REGISTERED NURSES ASSOCIATION
OF THE NORTHWEST TERRITORIES AND NUNAVUT

STRATEGIC PLAN

March 2023



A full moon is visible in the upper left quadrant of the image, set against a deep blue twilight sky. Below the moon, a snow-covered town is illuminated by warm lights from buildings and street lamps. The town is situated on a hillside overlooking a frozen body of water. In the foreground, several evergreen trees are heavily laden with snow, framing the view of the town.

THE REGISTERED NURSES
ASSOCIATION OF THE NORTHWEST
TERRITORIES AND NUNAVUT WAS
CREATED BY AND OPERATES IN
ACCORDANCE WITH PROVISIONS
OF THE NURSING PROFESSION ACT
OF THE NWT AND THE NURSING
PROFESSION ACT OF NUNAVUT.



INTRODUCTION

The Registered Nursing Association of the Northwest Territories (RNANTNU) and Nunavut has developed a strategic plan to guide the organization through the next three years of growth. RNANTNU retained PlanIt North to facilitate and document the strategic planning process. The plan was primarily developed with input from the Board of Directors and Staff.

The Strategic Plan presents RNANTNU's Vision, Mission and Principles as well as Major Priorities for the next three years. The Major Priorities are illuminated by specific actions for RNANTNU to take to see success in those areas.

CONTEXT

The Northwest Territories Registered Nurses Association (NWTRNA) was established in 1975 by the Nursing Profession Act as the regulatory and professional body for registered nurses in the Northwest Territories. In 1999, after Nunavut became a separate territory, the NWTRNA became the regulatory body and professional association for both the Northwest Territories and Nunavut. Effective January 1, 2004, the Association changed its name to the Registered Nurses Association of Northwest Territories and Nunavut (RNANT/NU).

Registered nurses and nurse practitioners are the only self-regulated health professionals in both the NWT and Nunavut.

The regulatory functions of RNANT/NU are described in the Nursing Profession Acts of each territory. They include the functions to protect the public in relation to Registered Nurses (RNs) and Nurse Practitioners (NPs) who practice in the NWT and Nunavut, including:

- Member Registration (licensing);
- Professional Conduct Review; and
- Approval of Education Programs.

RNANT/NU also acts as the professional association for RNs and NPs who practice in the NWT and Nunavut, providing support for their professional practice as well as advocacy and promotion.

RNANT/NU is governed by a Board of Directors as mandated in the Nursing Profession Acts. The Board of Directors consists of 12 members; 10 elected registered nurses and two public representatives appointed by the Minister of Health and Social Services in the NWT and the Minister of Health in Nunavut. The day-to-day operations of RNANT/NU are performed by RNANT/NU employees. In addition, RNANT/NU employees work with a number of RNANT/NU committees composed of volunteer RNANT/NU members and public representatives to perform both regulatory and professional advocacy roles.

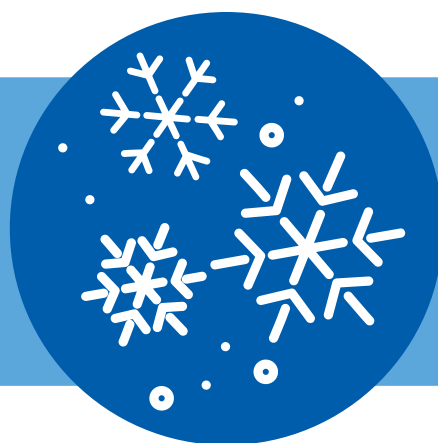
Of major significance to the immediate future of RNANTNU is the Government of the Northwest Territories and the Government of Nunavut's pending amendments to the NWT Nursing Profession Act and the Nunavut Nursing Profession Act Changes to legislation will see RNANTNU regulate two new professions in addition to Registered Nurses (RNs), those being Licenced Practical Nurses (LPNs) and Registered Psychiatric Nurses (RPNs). Introducing new professions to regulate will alter the day to day operations and will require which will require RNANTNU to create or update policies, scope and standards of practice, change board membership and committees, and make other practical adjustments to its operations.

Finally, RNANTNU recognizes the actions outlined in the federal government's Truth and Reconciliation Commission Calls to Action, particularly actions #7, #22, #23, #24 as they relate to the Nursing profession. In addition to these actions, RNANTNU will seek to create and preserve a culture of safety and humility and of building reconciliation with Indigenous people.

METHODOLOGY

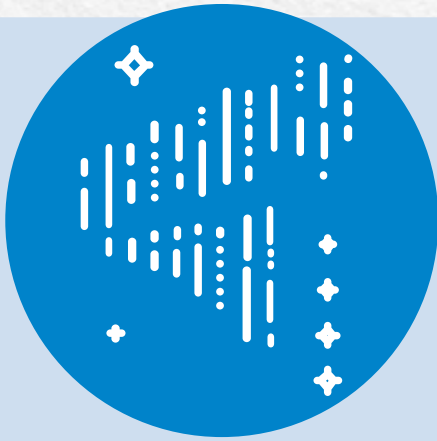
The RNANTNU Strategic Plan was informed by several one-on-one interviews with Board and staff members, one full day facilitated workshop with Board and staff, and several meetings between the planning consulting team and the Executive Director during 2022.

Process Phase	Objectives and Outcome	Participants
1. Interviews	<ul style="list-style-type: none"> • Explore strategic planning priorities of Board and staff members • Conduct a preliminary Strength, Challenges, Opportunities and Risks Analysis 	<ul style="list-style-type: none"> • 8 Interviews of staff and board members
2. First draft What We Heard Report & workshop	<ul style="list-style-type: none"> • Share preliminary SCOR analysis • Present and discuss emerging themes of the strategic plan 	<ul style="list-style-type: none"> • 4 Staff • 4 Board members
3. Draft Strategic Plan	<ul style="list-style-type: none"> • Elaborate on the initial plan • Deepen understanding of issues and build consensus on goals and approaches 	<ul style="list-style-type: none"> • Executive Director and Executive Assistant
4. Finalize Strategic Plan	<ul style="list-style-type: none"> • Clarify outstanding issues and gaps • Ensure feasible approaches / actions 	<ul style="list-style-type: none"> • Meetings and communications with the Executive Director
5. Document review (throughout process)	<ul style="list-style-type: none"> • Understand past strategic priorities and progress • Understanding RNANTNU policies 	



VISION

Nurses in the Northwest Territories and Nunavut provide professional, client-centered care, and drive positive change within the health-care system. This improves the safety, health and wellness of the population.



MISSION

RNANTNU has a dual mandate.

- We regulate nursing in the Northwest Territories and Nunavut. Through licensing, policies and standards we promote excellence in nursing and ensure public safety. In all our activities, public safety is paramount.
- As an association, we provide nurses with a professional community and advocate for nursing in the public interest.

PRINCIPLES

We believe we have a responsibility to act in the public interest

Therefore, we hold nurses accountable for their practice and take appropriate actions to protect the public. We develop policies, procedures and standards that protect the public. When mistakes are made, we look for opportunities to educate and share lessons learned.

We believe nursing is a proud and valued profession.

Therefore, we treat our members with respect and offer them quality professional services.

We believe that keeping the public safe is a shared responsibility.

Therefore, we ensure the public, our members, employers and others within the health-care system know when and how to report concerns related to the conduct or practice of a Registered Nurse or Nurse Practitioner.

We believe continuing competence is a fundamental requirement of our profession.

Therefore, we expect and require nurses to remain up-to-date on best practices and to continue their professional development, and provide them with information, resources and opportunities to do so.

We believe nurses play a pivotal role in the health-care system.

Therefore, we take a team approach and build relationships that allow us to share our unique perspective, knowledge and experience with governments and other partners.

We believe that cultural safety is essential in nursing practice.

Therefore, we promote and support the development of cultural awareness, sensitivity, humility, trauma-informed care and competence among our members and advocate for cultural safety in the health care system.



MAJOR PRIORITIES

PRIORITY #1 | IMPLEMENT NPA CHANGES

Position RNANTU to seamlessly implement changes to the Nursing Professional Act

“Taking on LPN and RPNs regulated is a good step, we just need to do it right, with scope and standards of practice, and a budget for RNANTNU staff to handle the increased workload.”

CONTEXT

The Government of the Northwest Territories is preparing to amend the Nursing Professionals Act to include Licenced Practical Nurses (LPNs) and Registered Psychiatric Nurses (RPNs) under the regulatory authority of RNANTNU. This will lead to an increase in membership and provision of services to members, code of conduct complaints, support for their professional practice, and more.

ACTIONS

- Prepare Policies and Bylaws for NPA amendments implementation.
 - Higher consultant to facilitate and draft required RNANTNU policy and bylaw changes
 - Higher consultant to facilitate and draft Standards and Scope of Practice changes to regulated professions
- Professional Conduct Committee – increase members to include both Licenced Practical Nurses and Registered Psychiatric Nurses.

PRIORITY #2 | RESTRUCTURE BOARD OF DIRECTORS

Expansion of regulated professions and geographic mandate requires restructuring of Board of Directors

“We need to reprofile the board to represent RPNs, LPNs and the regions.”

CONTEXT

Expansion of regulated professions under the proposed changes to the Nursing Professional Act requires incorporating Licenced Practical Nurses (LPNs) and Registered Psychiatric Nurses (RPNs) positions into Board of Directors.

ACTIONS

- Fairly distribute Board of Directors positions to reflect introduction of RPNs and geographic representation for RNATNU.
- Establish a Past-President position on Board of Directors.
- Develop shadow Board of Directors, allowing members to participate to learn how Board of Directors functions.
- Virtual structure of meetings can decrease costs and allow board structure to reflect needs for representation.
- Build recruitment of directors into communications strategy and into responsibilities of current Board of Directors.

PRIORITY #3 | ENGAGED MEMBERSHIP

Encourage greater participation in RNANTNU amongst members

"We don't know what members want without engagement."

CONTEXT

Interviews and in-person sessions brought RNANTNU's lack of membership engagement as a major priority to the fore. Staff and Board members believe improved membership engagement will help RNANTNU achieve its mission.



ACTIONS

- Create outreach / engagement strategy to understand member needs and build professional community
 - Poll members to understand how RNANTNU can support nurses.
 - Create Member Committee or staff member responsible for member feedback.
 - Visit workplaces to meet nurses. Set a goal for number of site visits.
 - Plan communication and other engagements throughout the year. This is based on the perceived success of Nurses' week social media campaign in the past.
 - Consider creative community building measures, such as, nursing awards, organizing or making members aware of educational opportunities.
- Promote volunteerism for RNANTNU initiatives through communications strategy.

PRIORITY #4 | ENGAGED BOARD

Ensure active, knowledgeable, and effective Board of Directors for RNANTNU

"We care about public safety and protecting Nurses."

CONTEXT

An engaged and effective Board of Directors will help guide RNANTNU through the upcoming changes the organization must tackle.

ACTIONS

- Make Board of Directors orientation/ training mandatory. This can be delivered virtually.
- Create RNANTNU specific Board of Directors on-boarding procedures.
- Conduct RNANTNU open house, hosted by Board of Directors.
- Invite members, where appropriate, to 'visit' a board meeting.
- Add a new position to the board for semi-retired or retired nurse. Purpose is to retain knowledge of professional.

PRIORITY #5 | COMMUNICATIONS

Improve internal and external communications to achieve goals

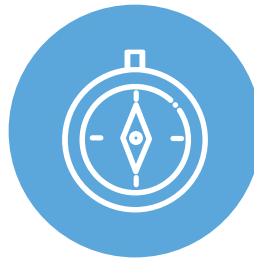
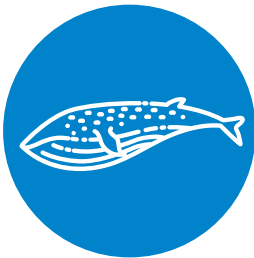
“We need better communications internally, to know where the organization is going.”

CONTEXT

Improved communications will assist in the success of several aspects of RNANTNU’s major priorities. Membership Engagement, Staff and Board improvements, and the general public all demand improved communications from RNANTNU

ACTIONS

- Contract specialist to develop annual communications strategy.
 - o Consider communications to be included in staff persons’ responsibilities going forward.
 - o NPA changes must be communicated in plain language.



WHAT NEEDS TO BE COMMUNICATED?

Internal (staff, board, members)	External
NPA changes	NPA changes
Explain what BOD does	Explain what RNANTNU does
Explain what RNANTNU does	Major changes impacting Nursing
Invite feedback and engagement	RNANTNU successes
RNANTNU successes	
RNANTNU workplan (what’s going on in organization)	
RNANTNU FAQs	
Supportive resources for Nurses	

PRIORITY #6 | PROGRESSIVE WORKPLACE

Adoption of the principles of Cultural Humility, Diversity Equity, and Inclusion in our workplace

“We should strive to understand how culture impacts our professional environments.”

CONTEXT

Incorporation of principles of Cultural Humility, Diversity Equity, and Inclusion will help RNANTNU achieve its Mission and Vision, and aligns with the principles and priorities of the organization. .

ACTIONS

- Engage with Indigenous registrants, leaders, and clients within the healthcare system to help us better understand the education and learning needs for ourselves and our registrants to integrate culturally safe nursing and workplace practice.
- Engage with registrants, leaders and clients within the healthcare system to help us better understand and model our nursing practice and workplace that reflects the diversity, equity and inclusion.
- Develop and publish standards for integration in our nursing practice and workplace policies.



PRIORITY #7 | IMPLEMENT NPA CHANGES

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- Professional Conduct Committee – increase members to include both Licenced Practical Nurses and Registered Psychiatric Nurses.

WHAT ARE GOOD REGULATORY OUTCOMES?

Include the public's interest (our members, employers, the people of the North)
Support Safety and the prevention of harm
Support high quality of practice
Have fair and effective disciplinary sanctions
Provide customer satisfaction (our members, employers and the public)
Apply consumer protection principles
RNANTNU FAQs
Supportive resources for Nurses





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