

# REGISTERED PRACTICAL NURSES ASSOCIATION OF ONTARIO

## **VISION**

Real nursing, real health care – for a better Ontario

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## **MISSION**

Creating excellence in health care through RPN advancement & utilization

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## **Tagline**

The one unified voice for registered practical nurses in Ontario

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**OBJECTIVES**

1. To advocate for RPNs in diverse settings, resulting in optimum client health services through policy, legislation and regulation.
2. To advocate for quality, respectful working environments for RPNs.
3. To enhance the professional competencies of RPNs by ensuring the research, development and delivery of quality educational programs.
4. To promote the benefits of membership to RPNs in order to ensure a strong and unified professional voice.
5. To promote a closer working relationship with other health & related organizations.

### **Short Term: Building the Foundations**

The first year of RPNAO's strategic plan will seek to lay the foundations to achieve success for this plan and all future ones, and give practical nursing an opportunity to move forward with confidence and purpose. The list of goals on which the association will focus encompasses 11 key points:

1. Provide professional practice support to all sectors requesting consultation.
2. Identify gaps in knowledge of the RPN role throughout health care system.
3. Strengthen liaisons and increase collaboration with key stakeholder groups.
4. Advocate for RPN-specific initiatives to enhance utilization, New Graduate Guarantee uptake, and 70 percent full time levels for RPNs.
5. Survey membership to establish understanding of RPN compensation.
6. Identify barriers to quality working environments for RPNs.
7. Advocate for quality health care for all Ontarians.
8. Identify key areas for RPN-related research.
9. Hold RPN-practice-focused conference to directly address key RPN issues in the workplace.
10. Produce quarterly journal that addresses key RPN issues.
11. Create innovative and effective structures within RPNAO to move the association to the level of highly respected key stakeholder.

### Mid Term: Utilizing the Tools

The second year of RPNAO's strategic plan will build upon and make use of the foundations of the previous year to create and utilize the tools needed to achieve success both today and tomorrow. The list of goals for this period encompasses 10 key points:

1. Establish professional practice department with a clear focus on creating high quality, responsive RPN practice expertise.
2. Address knowledge gaps of the RPN role through a variety of methods.
3. Liaise with key government groups to move forward the RPN agenda.
4. Systematically consider inter/intraprofessional strategies when working with other stakeholders.
5. Identify key issues related to RPN compensation.
6. Initiate, support and/or take part in RPN specific research.
7. Advocate for quality working environments for nurses.
8. Increase visibility of, and participation in, RPN events and conferences through innovation and timely topics.
9. Conduct surveys as to the effectiveness of communications, particularly the *RPN Journal*, and make responsive changes.
10. Continue to develop a working environment within the organization itself that will make it an employer of choice.

### Long Term: Realizing Success

The final year of the strategic plan should see the realization of the foundations and tools created in the first two years. To that end, the goals here are more tangible and seek success with greater rewards. These goals include seven key points:

1. Ensure professional practice department gets recognized as practical nursing experts throughout Ontario and Canada, through effective history of consultative efforts and promotion.
2. Advance strong collaborative relationships with all stakeholder groups.
3. Advocate for any appropriate growth and change in practical nursing education, standards, legislation, and/or government strategies, based on identifiable trends from results of RPN-specific research.
4. Advocate for resolution of RPN-identified issues of compensation.
5. Produce communications, particularly the *RPN Journal*, which meet the needs of the registered practical nurse (as identified through surveying member and non-member RPNs).
6. Identify effectiveness of current government initiatives and initiate development platform for upcoming election.
7. Advocate quality working environments for all nurses, and continue to identify new issues within that system.

### WHO IS THE RPNAO?

- ★ An advocacy body that promote the needs, values, and goals of RPNs
- ★ An educational resource for the public and driver of education to the public
- ★ An educational resource for health care employers and driver of education to employers
- ★ A vital stakeholder and decision-maker in the health care system
- ★ A support organization for RPNs, both individual members and groups of organizational employees
- ★ The only provincial collective voice for RPNs
- ★ An essential partner with other stakeholder organizations
- ★ The foundation, anchor, and stabilizing force for practical nurses in Ontario
- ★ The RPN professional practice experts for Ontario
- ★ The basic providers of key additional benefits for member RPNs
- ★ A critical driver of RPN-specific research
- ★ The chief consultants on RPN curriculum and entry-to-practice standards

**WHO ARE OUR CLIENTS AND STAKEHOLDERS?**

- ☆ All RPNs – member or not
- ☆ Specifically RPNAO members
- ☆ Other nursing/allied groups
- ☆ Organizations/employers
- ☆ Governments
- ☆ Educators
- ☆ Patients/the public
- ☆ The CNO
- ☆ RPN unions
- ☆ Researchers

### WHAT ARE THE BARRIERS, ISSUES, AND TRENDS WE FACE?

- ★ Persisting legacy/identity from our assistant days
- ★ Apathy among RPNs
- ★ Policies within certain health care organizations
- ★ Nursing decision makers who favour RNs over RPNs, do not fully utilize RPNs, and/or attempt to replace RPNs with a mix of RNs, PSWs, and lower-end, unqualified workers
- ★ An agenda amongst RPNs that is often driven by fear (of change, of lack of job security, of risk of accountability, of power, of jealousy)
- ★ Lack of education/communication with the RPN community about changes occurring in the industry
- ★ Personnel shortage within the health care industry that leads to overwork
- ★ Decreased resources, and increased acuity pt.
- ★ High staff turnover due to variety of factors listed above
- ★ Decreasing skills utilization
- ★ Decreasing resources are leading to decreased supports for RPNs and increased non-nursing duties being tasked
- ★ Increased risks being faced within job roles
- ★ Aging workforce that, in 10 years, will create experience gap, loss of knowledge, etc.
- ★ Lack of collaboration amongst RNs and RPNs

## RPNAO 2008-2011 STRATEGIC PLAN

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### VALUES

#### AT THE RPNAO, WE BELIEVE IN :

- ☆ Maintaining and increasing the level of quality care for all patients;
- ☆ Continuing to work to obtain a safe, quality, healthy working environment for all RPNs;
- ☆ Working with and respecting all members of the health care team;
- ☆ Gaining recognition for the value of RPN knowledge, including experiential learning;
- ☆ Being responsive to the needs of all stakeholders; and
- ☆ Maintaining integrity in our actions, both individually and the association as a whole.

## RPNAO 2008-2011 STRATEGIC PLAN

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### MISSION

AT THE RPNAO, OUR MISSION IS:

**Creating excellence in health care through RPN advancement & utilization**

HOW WE WILL ACHIEVE THIS:

- ★ Advocate for the advancement of RPNs;
- ★ Maintain and further our role as the unified voice for RPNs in Ontario;
- ★ Build on being the foundation and stability for practical nurses in the province;
- ★ Establish a constancy within the association that results in a quality and consistency of our own actions for the betterment of RPNs and the health care system ; and
- ★ Promote evidence-based expertise (research) within RPN standards.

### VISION ~ Real nursing, real health care – for a better Ontario

#### AT THE RPNAO, OUR VISION IS TO SEE:

- ★ Registered practical nursing gain the value and respect it is deserved;
- ★ Collaboration amongst the health care team continue to grow;
- ★ The challenges of workplace begin to be addressed and overcome;
- ★ The difficulties involved in meeting needs of patients begin to be overcome;
- ★ RPNs begin to gain fulfillment in their professional roles;
- ★ RPNs gain recognition for the quality and level of care they provide;
- ★ Practical solutions be developed for ongoing problems; and
- ★ RPNs become respected, valued, equal members of the health care team.