



Playing a Vital Role in Ontario's Health Care Community



THE REGISTERED PRACTICAL
NURSES ASSOCIATION OF ONTARIO

STRATEGIC PLAN 2016-2020



Vision

Respected
knowledge-
based
professionals
leading health
system policy
and professional
practice
excellence



Values

We will embrace changes needed to sustain the health care system. We will lead with respect and care for Ontarians providing excellent care



Mission

To engage with and advocate for RPNs to provide high-quality, evidence-informed, patient-centred care



Chief Executive Officer's Message

Our association has been representing RPNs in Ontario for nearly 60 years. And while we are extremely proud of the progress we've been able to make over that time, there are always newly emerging issues and challenges facing our profession. RPNAO's mission is to engage with and advocate for RPNs to provide high-quality, evidence-informed, patient centred care. This is a mission we take very seriously. The year 2016 marked the final year of our association's previous four-year strategic plan. This past year, our Board of Directors gathered together to map out the strategic priorities for our organization for the next four years. These priorities will help us build on our legacy as a collaborative, knowledge-based organization that advocates not only for

RPNs, but for the continuous improvement of our health care system.

It's important to note that the strategic priorities outlined in the following pages come directly from Ontario's RPNs. We conducted a comprehensive survey in 2015 with RPNs around the province and it was the feedback from that survey – the issues, challenges and opportunities facing Ontario's RPNs – that informed the process of developing this roadmap.

We invite you to join us as we continue to move forward in delivering on this strategic plan.

Dianne Martin, RPN, RN, BScN, MA
Chief Executive Officer

We will collaborate and seek to partner with other organizations, associations, and the government to advance RPNAO's Vision and the nursing profession as a whole

SUCCESS FACTOR #1

Focus on Health and Healthcare

- We will continue to advocate for a sustainable, high-functioning public health care system with an effective mix of health care providers, which includes RPNs as valued members of the health care team
- We will work to influence the views of health care professionals to the benefit of patients/clients/residents, building greater respect and trust for RPNs
- We will advocate for equitable and inclusive access to high-quality care for Ontarians, acknowledging both traditional aspects of health care and social determinants of health in policy development
- We will be knowledgeable on priority health care issues, contributing to solutions and working to encourage innovative, evidenced-based practices

SUCCESS FACTOR #2

Drive Communication and Collaboration

- We will collaborate and seek to partner with other organizations, associations, and the government to advance RPNAO's Vision and the nursing profession as a whole
- We will proactively and effectively communicate with a broad group of stakeholders through multiple mediums
- We will communicate the expertise, excellence, and value of RPNs and RPNAO, proactively joining and contributing to broader policy and professional conversations from an evidence-based perspective
- We will provide opportunities for diverse discussion among RPNAO, RPNs and practical nursing students on topics important to advance the nursing profession

SUCCESS FACTOR #3

Support a Strong Member-Driven Organization

- We will be a trusted advisor that is called upon by members and others
- We will be transparent and accountable, to our members, the broad RPN profession, our staff and our partners and keep RPNs informed of RPNAO's work

1 Focus on Health and Health Care

2 Drive Communication and Collaboration

3 Support a Strong Member-Driven Organization

RPNAO 2016-2020

**SUCCESS
FACTORS**

4 Deliver Research and Education

5 Enable a Strong Nursing Profession

We will clarify and communicate the value and expertise of RPNs as members of the health professionals team that serves patients/clients/residents

- We will listen to and engage members in multi-dimensional ways and actively demonstrate the value of their input
- We will foster a culture of learning, belonging and respect, where RPNs are valued regardless of their level of experience or sector of work and new RPNs are nurtured to be successful
- We will encourage innovation and risk-taking so that RPNAO is seen as a source of new ideas to solve the profession's pressing issues
- We will be an employer of choice so that RPNAO is enabled to hire the best
- We will be fiscally responsible and sustainable

SUCCESS FACTOR #4 **Deliver Research and Education**

- We will lead and actively contribute to current nursing public policy and/or practice discussions from an evidence-based perspective, supported by RPNAO activities that gather, enable and/or lead relevant research
- We will share our research learnings with external stakeholders and use them to inform RPNAO initiatives
- We will educate health professionals and the public as professional practice experts about the roles of RPNAO and RPNs in the profession

- We will offer and/or enable innovative research-supported health care educational opportunities for members and encourage their ongoing education
- We will work to influence the education at nursing-related educational institutions according to what members desire to learn and what the evidence supports

SUCCESS FACTOR #5 **Enable a Strong Nursing Profession**

- We will clarify and communicate the value and expertise of RPNs as members of the health professionals team that serves patients/clients/residents
- We will be involved in decision-making about the future of our profession by identifying and contributing to key nursing profession conversations
- We will enhance and empower the nursing profession to achieve its best and support the identification and use of best practices
- We will encourage excellence by identifying and sharing stories of nurses that exemplify best and leading practices in action
- We will advocate for the health, safety and wellness of Ontario nurses, including self-care practices



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