



Listening to UPN Members

Responses to an online survey March 2010

UNION OF PSYCHIATRIC NURSES OF BC

Prepared by Patricia Evans & Associates Inc.

LISTENING TO UPN MEMBERS

Responses to an online survey March 2010

Contents

EXECUTIVE SUMMARY	4
INTRODUCTION AND BACKGROUND	6
ABOUT THE UPN.....	6
SURVEY METHODOLOGY	6
ENCOURAGING PARTICIPATION.....	7
RESPONSE DEMOGRAPHICS	8
ABOUT THE RESPONDENTS	9
INTERPRETING THE RESULTS.....	11
ANALYSIS AND DISCUSSION	12
PLANNING CONTEXT	12
UPN'S MISSION	14
UPN'S SHARED VALUES.....	14
MEMBERS' PRIORITIES AND CHOICES	16
SURVEY RESPONSES IN DETAIL.....	19
SECTION 1, WORKING CONTEXT.....	19
SECTION 2, UPN'S MISSION.....	25
SECTION 3, SHARED VALUES.....	29
SECTION 4, PRIORITIES AND CHOICES.....	34
FOCUS ON NEW MEMBERS.....	43
SUMMARY OF RECOMMENDATIONS.....	46
PLANNING CONTEXT	46
UPN'S MISSION	46
UPN'S SHARED VALUES.....	46
MEMBERS' PRIORITIES AND CHOICES	46

Figures

Figure 1: Responses by Local Affiliation	9
Figure 2: How long have you been an RPN?	10
Figure 3: How long have you been a UPN member?.....	10
Figure 4: Importance of Strategic Planning	19
Figure 5: Reflections on the Draft Mission (1).....	26
Figure 6: Reflections on the Draft Mission (2)	27
Figure 7: Which Values Should be Included?.....	31
Figure 8: Analysis for Support for Value Options	31
Figure 9: Ranking of Member Priorities	36
Figure 10: Members' Relative Priorities	37
Figure 11: Cross Tabulation for RPN Tenure and Mission as "Target"	43
Figure 12: Cross Tabulation for RPN Tenure and Proposed Value "Accountability"	44
Figure 13: Cross Tabulation for Length of UPN Membership and Proposed Value "Safety"	44
Figure 14: Cross Tabulation for Length of UPN Membership and Proposed Value "Equality"	45
Figure 15: Cross Tabulation For RPN Tenure and Priority of Professional Education.....	45

Tables

Table 1: UPN Members by Local Affiliation, 2010	8
Table 2: Survey Responses by Local Affiliation.....	8
Table 3: Respondents' Tenure.....	9
Table 4: Respondents' participation in UPN	10
Table 5: Comments on Importance of Strategic Planning	20
Table 6: Current Threats and Challenges	21
Table 7: Current Assets and Opportunities	22
Table 8: UPN's Recent Accomplishments	23
Table 9: Areas for UPN Improvement	24
Table 10: Proposed Values (Analysis of Positive Responses)	30
Table 11: Proposed Values (Analysis of Negative Responses).....	30
Table 12: Values to Consider Adding to the List.....	32
Table 13: Values To Consider Removing From the List	33
Table 14: Priority Issues and Tasks.....	35
Table 15: Member Priorities (1, Lowest Ranked)	36
Table 16: Member Priorities (2, Highest Ranked).....	37
Table 17: Member Priorities (3, Highest Ranked)	38
Table 18: Member Priorities (4, "Nice to Do").....	39
Table 19: Defining UPN Success	40
Table 20: Responses by RPN Tenure and Duration of UPN Membership.....	43

Executive Summary

In late 2009, the governing Council of the Union of Psychiatric Nurses of British Columbia (UPN) embarked on a process to create a new multi-year Strategic Plan to guide the Union's future activities. The resulting Plan will come to the 2010 Annual General Meeting for members' approval. As part of the information-gathering process conducted to support the Plan's development, the Council commissioned an online survey of UPN members.

The online survey was fielded over a five week period in February and March, 2010. All responses were anonymous, and a financial incentive was offered to those who completed the survey. However, the response was relatively low at eight percent, or 76 members out of a possible 958. The majority of those who provided answers to the survey were relatively more involved in the union than the average member, and, in terms of age and tenure, respondents tend to be experienced Psychiatric Nurses and are more likely than average to be long-standing Union members. Thus the survey responses do NOT provide a good representation of the opinions of a representative proportion of members.

This report provides:

- Details and analysis of responses for each of the survey's questions;
- Discussion and a summary of findings for each of the survey's major themes/topics; and
- Recommendations for Council "next steps" in the strategic planning process based on the survey results.

Keeping the limitations of low participation in mind, survey responses indicate that:

1. In general, members support the UPN engaging in a strategic planning process
2. Survey respondents believe that the draft Mission statement prepared by Council is clear and easy to understand; effectively describes UPN's core purpose; and that they can take pride in being part of an organization which pursues this mission. A significant number believe that the statement could accurately describe the Union in future, but that "we're not there yet".
3. Council has selected a set of values that are well received by members who completed the survey. The final list that comes forward for member approval may be more widely understood and accepted if additional definition and clarification is provided. A degree of scepticism exists with respect to the proposed values, suggesting that Council must to be prepared to "walk the talk" and model behaviour for the Union that is clearly values-driven.
4. There is a good deal of consensus on strategic priorities for UPN activity in the near future, both in the area of advocating for and protecting members and in terms of promoting and enhancing recognition of Registered Psychiatric Nursing as a profession.

5. The Plan should place a strong focus on priorities relating to advocating for and protecting members, including:
 - Increase benefits and/or protect benefits in existing contracts against efforts to erode them
 - Increase wage levels and/or protect wage levels in existing contracts against efforts to erode them
 - Protect and grow jobs and maintain contracts
 - Improve communication with membership, including more timely responsiveness.
 - Respond to members' concerns effectively
 - Respond to members' concerns in a timely fashion
6. The Plan should also place a strong focus on priorities relating to enhancing recognition of Registered Psychiatric Nursing as a profession, particularly with respect to the involvement of younger members, and including:
 - Promote the unique value of the psychiatric nursing profession and increase public appreciation for the unique role of RPNs
 - Promote Psychiatric Nursing as a career/encourage people to enter the profession
7. If Council determines that the Plan should also place a strong focus on priorities relating to organizational development, growth and member involvement in the Union, these priorities should be communicated to members as essential to the achievement of priorities in the two focus areas mentioned in (5) and (6) above.

Overall, the report concludes that while the relatively low response rate to the survey limits the ability to assume that it speaks for all members, it none the less provides valuable input to Council as they continue the strategic planning process.

Introduction and Background

The Union of Psychiatric Nurses (UPN) is a health care union representing approximately 1,000 Registered Psychiatric Nurses across the province of British Columbia, Canada. UPN members work in tertiary-care psychiatric hospitals, Forensic Psychiatric Hospitals and clinics, community mental health centers, corrections facilities, adolescent assessment and treatment facilities, alcohol and drug treatment programs and long term care facilities.

The Union is led by an elected Council, made up of executive officers and directors, who are members representing locals from across the province. In late 2009, the UPN Council embarked on a process to create a new multi-year Strategic Plan to guide the Union's activities going forward. The resulting Strategic Plan will come to the 2010 Annual General Meeting for members' approval. The consulting firm Patricia Evans & Associates Inc. ("PEAs") was engaged to assist with the strategic planning process.

As part of the information-gathering process conducted to support Plan development, the Council commissioned an online survey of members. This report has been prepared by the consulting firm to report on the results of the survey.

About the UPN

In the health sector UPN Psychiatric Nurses are part of the Nurses' Bargaining Association, along with the BC Nurses' Union (BCNU, representing registered nurses) and the Health Sciences Association. Nurses are covered by a master collective agreement negotiated with the Health Employers Association of BC (HEABC).

In the public sector (government facilities) UPN nurses are part of a Nurses Bargaining Association in partnership with the BCNU. Nurses are covered by a master collective agreement negotiated with the Public Service Employee Relations Commission (PSERC).

UPN was formed in 1965 to represent Registered Psychiatric Nurses (RPNs). In addition to negotiating collective agreements and providing labour relations representation for its members, UPN is active in labour issues, occupational health and safety, and the promotion of psychiatric nursing as a career path.

Survey Methodology

Working with Council's Strategic Planning Committee, PEAs developed and field-tested an online survey using the Survey Monkey® software. This approach created an opportunity for every member of UPN to contribute to the process anonymously, providing his or her views on UPN priorities and directions for the years ahead. The survey was designed to take between 10 and 20 minutes to complete, and respondents were able to partially complete it and then return at a later date to finish their responses. The Internet link to the survey was active between February 8 and March 15, 2010.

The survey presented questions in sections organized according to the following major topics:

- The UPN's strategic planning process
- UPN's mission
- UPN's shared values
- Priority areas for Union activity
- Respondent demographics

Encouraging Participation

Multiple requests and notices were provided to members to encourage participation, including:

1. A letter mailed to members
2. An article in the UPN Newsletter
3. Posters provided for distribution at members' worksites
4. Verbal invitations from Council members

Because UPN does not maintain a complete, up to date list of all members' email addresses, it was not possible to send an email invitation or email reminders for the survey, which could have enhanced the response rate. The *Spotlight* newsletter article was intended to serve as the major communication vehicle to reinforce the mailed invitation, however a delay in publishing meant that it was not received by many members prior to the survey's closing date. No information is available regarding the extent of poster circulation or verbal invitations delivered.

All these invitations noted that members were offered a small incentive to encourage participation. This gift was described in the final section of the survey as reproduced below; in all, a total of 31 gifts were claimed (compared to 76 people who completed all or part of the survey). This suggests that for the majority of respondents, the incentive was not the primary motivator for responding.

The UPN Council extends sincere thanks to you for providing your opinions via this survey. Knowing what's on members' minds is essential to help Council set priorities and Plan for future success.

As a small token of appreciation for your effort, we'd like to offer you a \$10 Canadian Tire gift card, redeemable at Canadian Tire stores, service centres and gas bars coast to coast.

To claim your "thank you", please call the UPN office (In Metro Vancouver, 604-931-2471 or Toll Free: 1-877-931-2471) during office hours 9:30 am to 4:30 pm, Monday through Friday excluding holidays.

Tell the helpful staff member who answers that you're calling to claim your gift card, and provide your name, local affiliation, and mailing address. Finally, you'll be asked to identify the year in which the provincial government introduced and passed a registered psychiatric nurses act in BC (it was 1968).

All gifts must be claimed no later than March 30, 2010; limit one gift card per member. UPN reserves the right to withdraw or amend this offer at any time.

And once again, THANKS!

Response Demographics

At the time of the survey in February 2010, the UPN consisted of 958 members in five locals across British Columbia as follows:

Local	Members (N)	Members (%)	Location
1	139	14.5%	Riverview Hospital
2	144	15.0%	Forensic Psychiatric Hospital
3	159	16.6%	FPSC Vancouver, Prince George
4	403	42.1%	FPSC Surrey, Kamloops
5	113	11.8%	VIHA Vancouver Island/FPSC Victoria and Nanaimo
UPN	958	100.00%	British Columbia

TABLE 1: UPN MEMBERS BY LOCAL AFFILIATION, 2010

Overall, 76 members (7.93%) responded to the invitation to participate in the survey. Of these 76, only 64 (84.2% of all respondents and 6.68% of members) completed the survey. In addition, there were several questions that were not answered by all these 64 respondents. Thus, for each survey question presented in this report, the number of respondents (and non-respondents) is provided. Unless otherwise noted, the percentage calculations for each survey question are based on the number of respondents to that question (rather than the overall number of survey respondents).

This is a low response rate, and thus much care must be taken in interpreting the results. Further discussion of interpretation is provided at the end of this section of the report.

By local affiliation, responses for the 59 respondents who chose to answer were as follows (17 people who participated in the survey chose to skip this question).

Local	Members (N)	Members (%)	Respondents (N)	Respondents (%)
Local One - RVH	139	14.5%	10	16.9%
Local Two - FPH	144	15.0%	6	10.2%
Local Three - FPSC Vancouver and Prince George	159	16.6%	7	11.9%
Local Four - FPSC Surrey and Kamloops	403	42.1%	23	39.0%
Local Five - VIHA Vancouver Island/FPSC Victoria and Nanaimo	113	11.8%	13	22.0%
UPN	958	100.00%	59	100.0%

TABLE 2: SURVEY RESPONSES BY LOCAL AFFILIATION

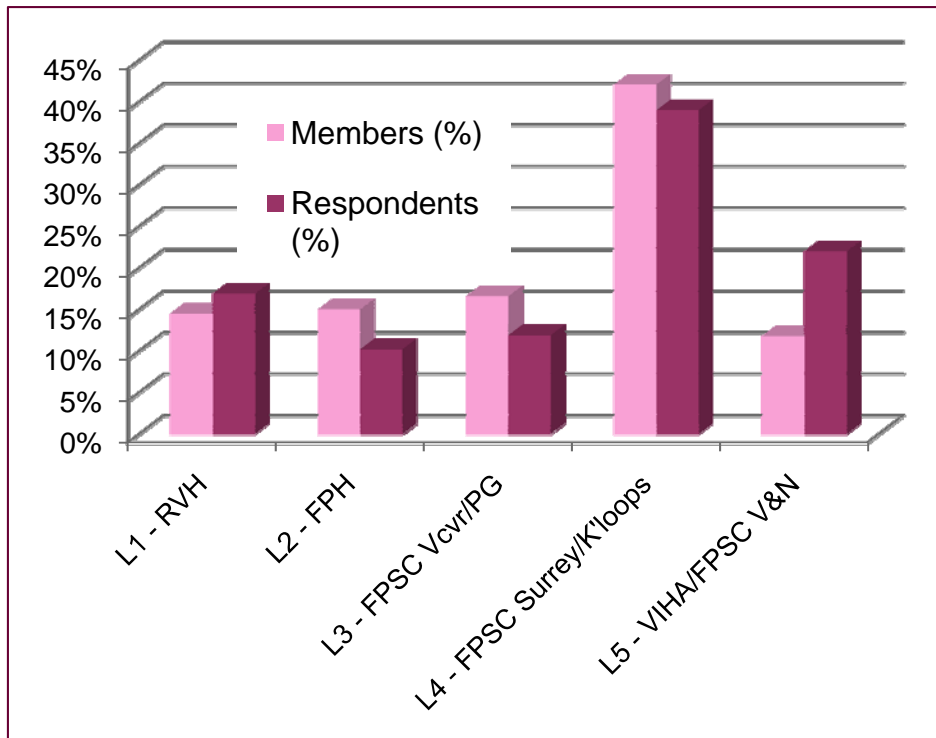


Figure 1 (left) shows that relatively speaking, Locals two and three were under-represented in survey responses, while Local five was relatively over-represented, compared to these locals' respective shares of members.

FIGURE 1: RESPONSES BY LOCAL AFFILIATION

About the Respondents

In addition to providing the information described above regarding the local affiliation of survey respondents, answers to demographic questions in the final section provide further information about the nature of those who chose to participate.

Generally speaking, those who took part are long-time union members with lengthy careers as RPNs. In response to the questions "How long have you been a Psychiatric Nurse?" and "How long have you been a member of UPN?" the overwhelming majority of respondents reported tenure of more than 20 years:

	How long have you been a psychiatric nurse?		How long have you been a UPN member?	
Less than one year	2	3.0%	1	1.5%
One to three years	0	0.0%	3	4.5%
Three to five years	5	7.5%	7	10.6%
Five to ten years	6	9.0%	7	10.6%
Ten to twenty years	12	17.9%	19	28.8%
More than 20 years	42	62.7%	29	43.9%
Total	67		66	

TABLE 3: RESPONDENTS' TENURE

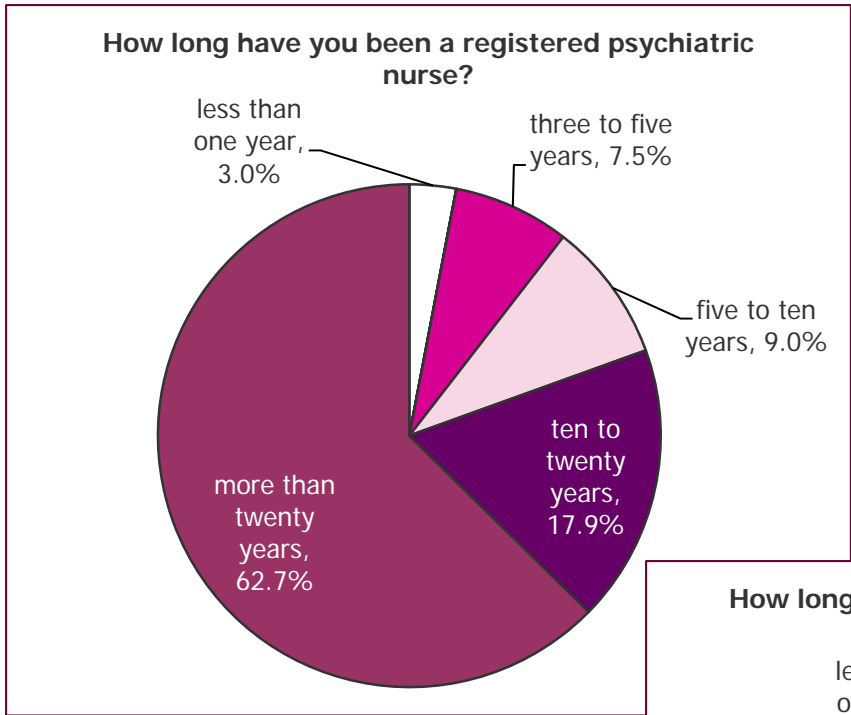


FIGURE 2: HOW LONG HAVE YOU BEEN AN RPN?

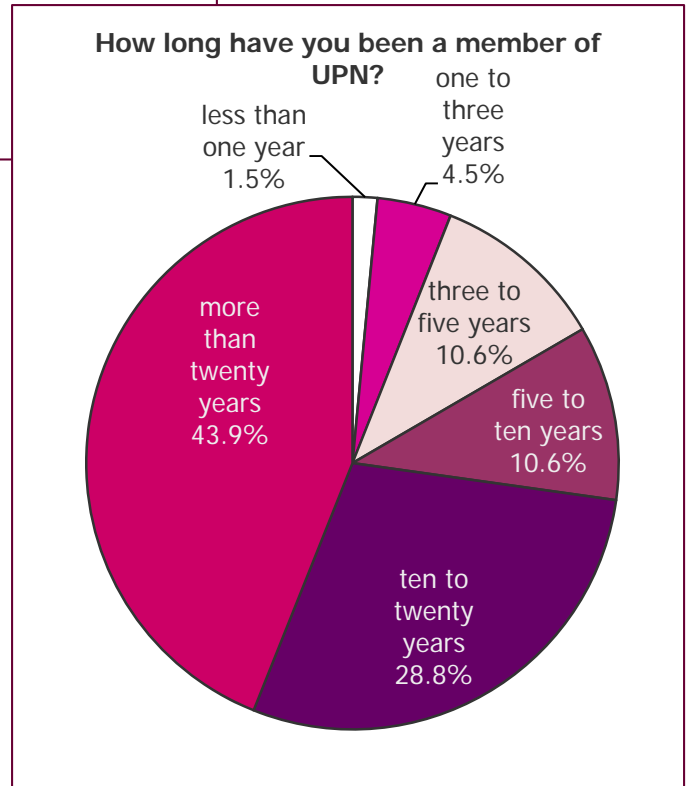


FIGURE 3: HOW LONG HAVE YOU BEEN A UPN MEMBER?

The survey also asked about respondents' participation in UPN activities; 66 people answered this question, while 10 did not reply.

	Never		In the past, not now		Currently serving	
As a Steward	34	57%	6	10%	20	33%
As a Council member	36	65%	6	11%	13	24%
As a UPN Committee member	38	64%	6	10%	15	25%

TABLE 4: RESPONDENTS' PARTICIPATION IN UPN

Interpreting the Results

As noted above, a total of only 76 members (7.9%) responded to the invitation to participate in the survey. Of these 76, only 64 (84.2% of all respondents and 6.7% of members) completed the survey. In addition, there were several questions that were not answered by all 64 respondents. The majority of those who provided answers to the survey were relatively more involved in the union than the average member (i.e., more than 30% of respondents are now or have in the past served as a Steward, Council Member or UPN Committee member).

In terms of age and tenure, respondents tend to be experienced Psychiatric Nurses (more than 80% having worked as an RPN for 10 or more years, and almost 63% more than 20 years). Survey respondents are also long-standing Union members (72.7% more than 10 years).

The survey responses therefore do NOT provide a good representation of the opinions of:

- Union members in general (fewer than 8% of members heard from overall)
- A representative proportion of members who are not active in union business (31% to 43% of respondents are currently serving as a Steward, Council member or Committee member now or have done so in the past)
- Newer members (only four responses from those who have been a UPN member <3 years)
- Recent graduates (only two responses from members with <3 years as an RPN)

A further issue of note is the number of people who chose not to provide demographic information about themselves. The lowest response rate was observed in the local affiliation question, where 59 respondents chose to answer but 17 skipped this question. This low response rate prevented further investigation into differences in opinions or priorities among the different locals, since dividing responses by local creates very small samples that do not provide meaningful or reliable comparisons.

Care must be taken in interpreting the choice not to respond; however it may be an indication of concerns over possible risk of “repercussions” to respondents who chose not to provide any information that might identify them. Only 31 out of 76 respondents chose to collect their incentive gift (which required providing their names to the UPN office and identifying themselves as someone who had completed the survey), which may also be an indication of similar concerns. Alternately, both of these could reflect nothing more than survey fatigue, given that these questions were in the final section of the survey. Those who didn’t get all the way to the end may not have read these parts of the survey.

Keeping these caveats in mind, this report does include some cross-tabulation analysis of items by the relative tenure of members (“new/young” nurses compared to their “older/more experienced” peers. This analysis is provided based on the Council’s expressed interest in enhancing the involvement of younger members. It is important to remember that the analysis is based on relatively few responses and must therefore be considered as directional rather than a definitive reflection of the views of all younger UPN members.

Analysis and Discussion

While the relatively low response rate to the survey limits the ability to assume that the results reflect the views of all members, the responses reported here none the less provide valuable input to the UPN Council as they continue the strategic planning process. ***Council is therefore urged to see them as “directional” rather than “definitive”, and to consider that they may reflect the views of members who are most interested and attentive to Union activities at the present time.*** While this group undoubtedly includes Council members and local leaders, it may also include members who are less satisfied with the status quo. Unfortunately, the “silent majority” undoubtedly includes the bulk of members whom UPN leaders would like to reach, but who to date have not been particularly moved to participate or get involved.

With these limitations in mind, this section of the report discusses the possible implications of the survey responses for UPN’s strategic planning process.

Planning Context

The survey’s opening question attempted to set the context for responses by asking, “How important is this strategic planning process that we’re entering into, compared to other UPN activities?” Responses indicate that there is strong support for the overall strategic planning process. Almost three quarters of the 74 respondents to this question indicated that they believe the process is a high priority for the union.

Specific comments provided to explain why members believe strategic planning is a high priority focused on the issues that respondents assume the Plan will address, including:

- Government changes and workplace changes
- Understand the members and get them more involved
- UPN has been going in the wrong direction or has planned poorly in the past
- Threats to the RPN role
- Maintain identity as a union
- Improve union functioning

The minority of respondents who do not see strategic planning as a high priority none the less identified issues that could be effectively addressed if they are selected as priorities of a good strategic plan, including:

- Considering needs, priorities, realities and health care funding, is an expectation of those elected to Council
- Service to members is the top priority
- Given current economic situation, other issues are more important.
- Being there for members is more important
- I need action from my union on current problems (at my local)
- Losing RPNs to retirement and positions filled by LPNs

Answers to requests for identification of challenges, threats, opportunities and strengths of the Union reflected similar themes and top of mind concerns:

- **Challenges and Threats**
 - Being taken over by another union or dissolving altogether
 - Influence of government, loss of funding due to the economic recession, and significant care delivery redesign
 - A decrease in the number of active members, as well as decrease in trust of and interest in the union by members.
 - Promoting the unique value of RPNs and advocating for more jobs
 - An erosion of UPN services and communications to members
 - Renewing and maintaining fair contracts for salaries and benefits
 - Loss of RPN jobs to other disciplines
 - The union needs strong leaderships that can assert power of the union
 - Ensuring safe and reasonable workloads
 - Health care privatization jeopardizing the RPN role

- **Assets and Opportunities**
 - Draw from the strong current membership that is experienced and dedicated and work to expand the membership
 - The UPN is in good financial standing and has a long and strong history to support it
 - RPNs are a unique and special role that should be promoted and recognized
 - Build on the strength and solidarity of nurses that take pride in their work
 - The small size allows for a feeling of community and should be taken advantage of to improve communications and responsiveness to members
 - Further RPN education
 - Work more closely with/join other unions
 - The mental health field expanding and becoming more important

When asked about the Union's greatest accomplishments in recent years, almost one third of respondents cited issues relating to the outcomes of collective bargaining (i.e., Good contract negotiations and collective bargaining including ability to increase wages, act professional, and represent Union members). No other single topic was cited as an accomplishment by more than 7% of respondents.

Overall, these responses suggest the following **recommended priorities** for Council during the development and implementation of the Strategic Plan in the months and years ahead:

1. Ensure that members' priorities are reflected in the Plan's Strategic Directions and Objectives
2. Ensure that results of the survey and their links to the Plan are well communicated to members, so that members see the Plan as the path to achieving what they want
3. Ensure that information is provided frequently to members as priorities are achieved or progress is made in implementing the Plan and supporting their priorities

UPN's Mission

At a planning retreat earlier in January, the UPN Council developed the following draft Mission Statement for consideration by members:

**The Union of Psychiatric Nurses of British Columbia
advocates for and protects our members, and promotes recognition
of the psychiatric nursing profession.**

Responses to this question indicate that overall, the survey respondents believe that this draft statement is clear and easy to understand (82.2% selected “quite a bit” or “completely”); effectively describes UPN’s core purpose (72.2% selected “quite a bit” or “completely”); and that they can take pride in being part of an organization which pursues this mission (70.8% selected “quite a bit” or “completely”).

Other responses in this section suggest that there may be some value in ensuring that, when the Strategic Plan is communicated to members, special effort is taken to explain the purpose and function of the various components of the plan. To some degree, the responses reflect a lack of familiarity with the nature and purpose of the Mission Statement, and foreshadow the need for the other, complementary parts of the Strategic Plan that are to be developed by Council. This interpretation arises out of the interest expressed by several respondents to learn more about how the mission is to be accomplished in future.

The following **recommended priorities** are provided for Council with respect to finalizing the Mission Statement for presentation to members for approval:

1. Survey responses do not suggest a need to change the draft Mission Statement, however once it is approved/adopted it will be important to use it and feature it widely (e.g. ensure it is visible in every issue of Spotlight, on Union meeting agendas, discussed in Council presentations, etc.) so that members become familiar with it.
2. An education/communication program around the Plan’s approval and distribution could help members to understand how the Mission, Vision, Values and Strategic Directions all complement each other. Such an effort could address concerns expressed by a few respondents that the Mission is not detailed enough and/or does not include specific details as to plans for action.
3. It will be vital to the credibility of the strategic planning process for Council to effectively communicate to members about progress towards achieving the Mission statement, as successes occur.

UPN's Shared Values

At the January planning retreat, the UPN Council selected a series of “shared values” for presentation as a draft:

"As a member-driven organization, we value:

- **Accountability**
- **Equality**
- **Fairness**
- **Integrity**
- **Respect**
- **Safety**
- **Support**
- **Unity"**

Overall, the values were well received by members who completed the survey.

When combining the two most positive response options (“I feel very strongly this one must be included” and “This one should be included”) the value of INTEGRITY was ranked highest (93%), followed by RESPECT, ACCOUNTABILITY, and FAIRNESS/EQUALITY (tied). Rounding out the list were (in order of ranking) SAFETY, SUPPORT and UNITY. However it is important to note that all these options received a 75% (combined) or higher share of positive responses.

These strong levels of support for the proposed list of values are confirmed by looking at the number of members who chose negative rankings for each of the options. When combining the two most negative response options (“I would be strongly opposed to this one must be included” and “I wouldn’t choose it”), few people identified concerns. Even the least popular proposed term (SUPPORT, with a combined 7% of negative responses) was selected by only five people and, for the other items to which people indicated strong opposition, only one individual made this selection for any single term.

When asked to name values that are more important to recognize than the ones in the draft list, a total of seventeen suggestions were made by respondents; three related to TRANSPARENCY, two to INCLUSIVENESS and acceptance of all types of members, and the balance to 12 other different topics (one suggestion each).

Almost half of respondents to this question indicated that all eight items on the list should be retained; however amongst the balance of respondents, who were comfortable with removing one or more values from the draft list, there was no clear consensus on what to remove. No one suggested removing ACCOUNTABILITY or INTEGRITY, a result which echoes their high ranking in earlier questions. All other options were selected for removal by relatively few respondents.

Some of the comments provided by respondents may provide some further insight into how Council should proceed with finalizing the values list:

- equality fairness respect (assumed there would be)
- I would not look to my union for respect but for support with workplace issues, including fairness and integrity in the process.
- If people are held accountable they will most likely have supported others and feel supported.
- Support/safety/unity-variables that are not controllable through UPN but through the workplace
- Unity could be removed. I believe dissent in any organization is healthy

These comments may indicate the value of providing further definition of the selected value terms (rather than just using a single word and leaving the reader to make their own interpretation). It may be that without definitions, respondents were reluctant to suggest removing items that they considered to be similar or complementary. For example, FAIRNESS and EQUALITY may have similar or related meanings depending on an individual’s interpretation.

Responses to this section of the survey suggest the following **recommended priorities** for Council with respect to finalizing the Shared Values for presentation to members for approval:

1. Revise the list of Values as previously drafted by Council to include definitions of the terms, e.g.
 - “Unity: acting together to protect, uphold and promote the rights and professional status of Registered Psychiatric Nurses”
2. In light of the addition of definitions, review the survey results and draft values list and consider whether or not to add or combine some terms and/or include definitions that address issues raised by members, e.g.
 - “Accountability: we hold each other accountable for acting with integrity, transparency and fairness in all our dealings”

Members’ Priorities and Choices

The structure of questions in this section allowed for exploration of the topics which are currently at the top of mind for members as Union priorities as well as the ability to react to a list of potential priorities. This was accomplished first by offering an open-ended opportunity for suggestions, followed by a request to evaluate the relative priority of two lists, each reflecting one of the focus areas expressed in the draft Mission Statement. These two areas are advocating for and protecting members, and enhancing recognition of Registered Psychiatric Nursing as a profession.

Focus on Advocating For and Protecting Members

The top three priorities provided in response to the open-ended requests were (based on analysis of items most frequently mentioned in different words by different respondents) were:

1. Protect and grow jobs and maintain contracts,
2. Protect and increase wages and benefits, and
3. Improve communication with membership, including more timely responsiveness.

These items correlate closely with the priorities selected by members from the list of possible Union activities to be prioritized by the UPN that involve advocating for and protecting members. The following options were selected as important or very important by between 83% and 94% of respondents (listed from most frequent to least frequent option)

3. Protect benefits in existing contracts against efforts to erode them
4. Protect wage levels in existing contracts against efforts to erode them
5. Respond to members’ concerns effectively
6. Respond to members’ concerns in a timely fashion

Of concern to the Union in terms of its growth and vitality as a service organization is the relative priority given by respondents to priorities relating to enhanced involvement:

1. Enhance opportunities for members to become union activists
2. Enhance opportunities for members to become union stewards and officers.

Focus on Enhancing Recognition of Registered Psychiatric Nursing as a Profession

In response to the open-ended request for priorities, suggestions relating to Union activities designed to enhance recognition of registered psychiatric nursing as a profession were mentioned in only four responses. However, when the list of possible Union activities in this area was presented, two were ranked as relatively high priorities by a majority of survey respondents:

- Promote the unique value of the psychiatric nursing profession and increase public appreciation for the unique role of RPNs
- Promote Psychiatric Nursing as a career/encourage people to enter the profession

Of particular interest in relation to these responses is the finding that newer/younger members (i.e. those with 10 or fewer years as an RPN) were more likely to cite promotion of the unique value of the profession as a high to very highest priority in this category. Although this topic is also valued by longer term-members, they were more likely to rank it somewhat lower, i.e., as a medium to high priority.

Somewhat lower ranked, but still recognized as “important” or “very important” by between 60 and 65% of respondents, were the following:

- Fight decreases in union membership numbers
- Increase union membership numbers
- Provide opportunities for members for union education
- Provide opportunities for members for professional and continuing psychiatric nursing education

Considered together, these responses suggest the following **recommended priorities** for Council with respect to developing Strategic Priorities and Objectives for UPN action in the years ahead:

1. The Plan must place a strong focus on priorities relating to advocating for and protecting members, including:
 - Increase benefits and/or protect benefits in existing contracts against efforts to erode them
 - Increase wage levels and/or protect wage levels in existing contracts against efforts to erode them
 - Protect and grow jobs and maintain contracts
 - Improve communication with membership, including more timely responsiveness.
 - Respond to members’ concerns effectively
 - Respond to members’ concerns in a timely fashion
2. The Plan should also place a strong focus on priorities relating to enhancing recognition of Registered Psychiatric Nursing as a profession, particularly with respect to involvement of younger members, and including:

- Promote the unique value of the psychiatric nursing profession and increase public appreciation for the unique role of RPNs
 - Promote Psychiatric Nursing as a career/encourage people to enter the profession
3. If Council determines that the Plan should also place a strong focus on priorities relating to organizational development, growth and member involvement in the Union, these priorities should be communicated to members as essential to the achievement of priorities in the two focus areas mentioned above.
 4. Implementation of the Plan should ensure that objectives and targets mandated by the Plan are well communicated to members, particularly when goals are reached or success is achieved. Where possible, the communication should clearly explain who from UPN was involved and what was required for success, so that members are more aware of how participation in Union activities contributes to collective achievements.

Survey Responses in Detail

This section of the report provides more detailed analysis of questions in four of the five sections of the survey: Working Context; UPN’s Mission; Shared Values; and Priorities and Choices. Section Five, which gathered information to form a profile of respondents, has been discussed in the section on Response Demographics above.

Throughout the balance of this report, where respondent comments are reproduced these are quoted verbatim, and so they retain typographical, spelling and grammatical errors as submitted by respondents.

Section 1, Working Context

This section of the survey began by sharing information about the strategic planning process and the value of members’ opinions in describing the planning context:

When setting direction for the organization’s future, the UPN Council takes a number of factors into account. These include the needs and priorities of the members, the realities of the members’ current workplaces, and the health care funding environment, among others. This section of the survey asks you to tell us what you think are the most important internal and external factors we need to keep in mind while planning.

1.1 In your view, how important is this strategic planning process that we’re entering into, compared to other UPN activities?

Responses to question 1.1 indicate support for the overall strategic planning process. Almost three quarters of the 74 respondents indicated that they believe the process is a high priority for the Union.

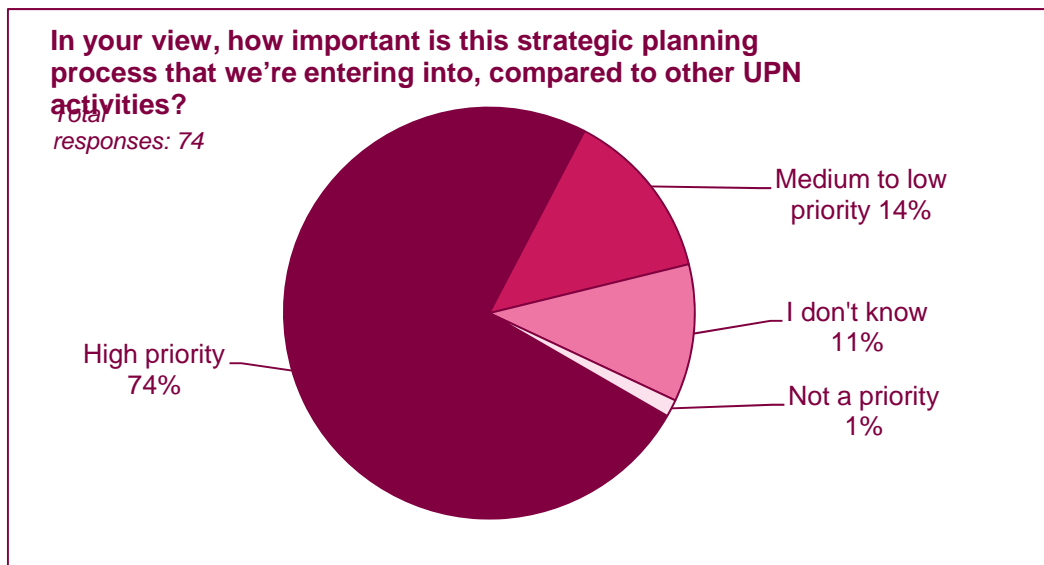


FIGURE 4: IMPORTANCE OF STRATEGIC PLANNING

1.2 Please expand on your answer: why did you choose the answer above?

Of the 74 respondents who answered question 1.1, 61 took the opportunity to expand on their choices, and one additional response (from someone who hadn't answered the first question) was also received. In Table 5 below, the responses are analyzed in categories according to the respondents' choices in question 1.1 above.

Themes for those who answered 'Very important or highest importance' (49)
Common themes – reasons for the planning process being important: <ul style="list-style-type: none"> • Government changes • Workplace changes • To understand the members and get them more involved • UPN has been going in the wrong direction or planning poorly in the past • Threats to the RPN role • Maintain identity as a union • Improve union functioning
Responses for those who answered 'Low or medium importance' (6)
Considering needs, priorities, realities and health care funding, is an expectation of those elected to council.
Service to members is the top priority
Strat. Planning is essential for anu org. to remain current (<i>sic</i>)
given current economic situation, other issues are more important.
Would like to see a more in depth definition of what the question is about
being there for members is more important
Responses for those who answered 'Not at all important' (1)
I need action from my union on current problems (at my local)
Themes for those who answered 'I don't know' (5 total)
Don't know what the strategic planning process will involve (3)
I haven't been involved enough (1)
Losing RPNs to retirement and positions filled by LPNs (1)
Additional comments (1)
The council has not done anything to retain my confidence over the past several years so I am not willing to support any further endeavours until that trust has been regained and I would further suggest there needs to be fresh eyes looking at and overseeing any further actions

TABLE 5: COMMENTS ON IMPORTANCE OF STRATEGIC PLANNING

1.3 Thinking about UPN today, what do you consider the organization's biggest challenges and threats?

In total 73 people responded to question 1.3, providing 102 different responses. Because of its open-ended response format, different wording was used to express similar or related concerns. The analysis summarized in Table 6 is therefore based on subjective assessment of similarities and differences in these responses. It was created through the following process:

- identify themes in each response
- look across all themes identified and collapse those that are similar or complementary
- review responses and count instances of mention under each of the revised themes
- for any theme with five or fewer instances identified, review responses to ensure they agree or would fit elsewhere
- any theme with one or two instances are grouped under 'other'
- 'other' responses reviewed again to identify and missed themes of three or more responses

1.3 Thinking about UPN today, what do you consider the organization's biggest challenges and threats? Response Themes (from most to least frequently mentioned)	Number of mentions	Represents % of total respondents
Being taken over by another union or dissolving altogether	18	25%
Influence of government, loss of funding due to the economic recession, and significant care delivery redesign	18	25%
A decrease in the number of active members, as well as decrease in trust of and interest in the union by members.	15	21%
Promoting the unique value of RPNs and advocating for more jobs.	9	12%
An erosion of UPN services and communications to members	8	11%
Renewing and maintaining fair contracts for salaries and benefits	8	11%
Loss of RPN jobs to other disciplines	8	11%
The union needs strong leaderships that can assert power of the union	4	5%
Ensuring safe and reasonable workloads	4	5%
Health care privatization jeopardizing the RPN role	3	4%
Other	7	10%

TABLE 6: CURRENT THREATS AND CHALLENGES

1.4 Thinking about UPN today, what do you consider the union’s biggest assets and opportunities for success in future?

In total, 72 people responded to this question, providing 100 different responses. As with the previous question, this one employed an open-ended response format, and different wording was used to express similar or related concerns. The analysis summarized in Table 7 was created through the same process used for summarizing responses in Table 6 above.

1.4 Thinking about UPN today, what do you consider the organization’s biggest assets and opportunities for success in the future? Response Themes (from most to least frequently mentioned)	Number of mentions	Represents % of total respondents
Draw from the strong current membership that is experienced and dedicated and work to expand the membership.	18	25%
The UPN is in good financial standing	14	19%
RPNs are a unique and special role that should be promoted and recognized	10	14%
Build on the strength and solidarity of nurses that take pride in their work	9	13%
The small size allows for a feeling of community and should be taken advantage of to improve communications and responsiveness to members	8	11%
The UPN has a long and strong history to support it	8	11%
No opportunities/unknown	6	8%
Further RPN education	5	7%
Work more closely with/join other unions	4	6%
The mental health field expanding and becoming more important	3	4%
Other:	14	20%

TABLE 7: CURRENT ASSETS AND OPPORTUNITIES

1.5 When you think about the union’s activities over the past few years what accomplishments are you most proud of?

In total, 71 people responded to question 1.5, providing 86 different responses. As with question 1.4, this question employed an open-ended response format and used the same analysis process.

1.5 When you think about the union’s activities over the past few years what accomplishments are you most proud of?	Number of mentions	Represents % of total respondents
Response Themes (from most to least frequently mentioned)		
Good contract negotiations and collective bargaining including ability to increase wages, act professional, and represent the union members	23	32%
Nothing/I don't know/ negative response	22	31%
Education opportunities for members	5	7%
Not joining another union	4	6%
The membership involvement	4	6%
Developing and promoting union reputation and recognition	5	7%
Establishing a full time president and ensuring their visibility	3	4%
Other:	20	28%
<ul style="list-style-type: none"> • Involving students/scholarship program • Dedication of Locals • Starting the strategic planning process • Labour relations officer 	<ul style="list-style-type: none"> • Election process • Keeping members up to date on activities • Increasing availability of work opportunities • Union events 	

TABLE 8: UPN'S RECENT ACCOMPLISHMENTS

1.6 When you think about the union’s activities over the past few years, are there any areas for improvement, and if so, how high a priority is it to improve these areas?

In total 69 people responded to question 1.6, providing 83 different responses. Of the 69 respondents, only 12 indicated the priority of their response and so no meaningful ranking is possible based on respondent prioritization. A summary analysis of their diverse responses is provided in Table 9 on the next page.

1.6 When you think about the union's activities over the past few years, are there any areas for improvement? Response Themes (from most to least frequently mentioned)	Number of mentions	Represents % of total respondents
Raise the visibility of the union, do more advocacy and promotion	11	16%
Recruit new members and get current members more involved (examples include better events, casual meetings and bbqs, advertised opportunities)	10	14%
I don't know	9	13%
Ensure better support for connecting and communicating with employers and support stewardship roles	7	10%
Get more involved in workplace issues, including workloads, safety, and worker rights	6	9%
Further the education of members, examples include more opportunity on Vancouver Island, supporting diploma RPNs, and teaching members about their legal rights	3	4%
Other:	23	33%
<ul style="list-style-type: none"> • Make the Presidents and local offices more accessible to members; more direct member accessibility • More democratic governance; better transparency • Improve benefit package • Stop wasting money on conventions • Educate members on the 'big union' versus local union objectives and member support • Don't join BCNU; maintain union identity • The union generally does a good job 	<ul style="list-style-type: none"> • Maintain member employment • Ensure strong leadership • Join BCNU; keeping separate from other nurses undermines our role • Support needs of immigrant members • Improve ability for members to move; improve portability of seniority • Improve service to members • Many areas of improvement needed • Keep the CRPNBC up to date 	

TABLE 9: AREAS FOR UPN IMPROVEMENT

Section 2, UPN's Mission

Prior to the survey's release, a workshop was conducted during which members of the UPN Council developed a draft Mission statement for consideration by the members. This survey section presented that draft for member feedback:

This section of the survey asks your opinion about the purpose of the UPN, as expressed in the Union's mission statement.

A mission statement is a tool for clearly and effectively describing the organization's core purpose and reason for being. It should answer the questions:

- Why does the organization exist?
- What is our organization's unique value add – the things we do that no other organization does?

At a planning retreat earlier in January, the UPN Council developed the following draft Mission Statement for consideration by members:

**The Union of Psychiatric Nurses of British Columbia
advocates for and protects our members, and promotes recognition
of the psychiatric nursing profession.**

A final version will come forward to the Annual Meeting in June for membership approval. This is your chance to provide feedback on the draft, by answering the following questions.

2.1 Please select the choice for each question that best reflects your opinion regarding the draft Mission Statement, "The Union of Psychiatric Nurses of British Columbia advocates for and protects our members, and promotes recognition of the psychiatric nursing profession."

Responses to question 2.1 indicate that overall, the survey respondents believe that this draft statement is clear and easy to understand (82.2% selected "quite a bit" or "completely"); effectively describes UPN's core purpose (72.2% selected "quite a bit" or "completely"); and that they can take pride in being part of an organization which pursues this mission (70.8% selected "quite a bit" or "completely"). These responses are illustrated in Figure 5.

The majority of respondents disagreed with options that addressed the same issues from a negative perspective (84.5% selected "not at all" or "a little bit" for "This statement is confusing"; and 77.8% selected "not at all" or "a little bit" for "This statement is irrelevant to me") confirming their general approval of the draft. See Figure 5 for a summary of these confirmatory responses.

The response to one option (“This statement helps me understand what UPN offers that is different from what another organization might offer”) was somewhat ambivalent, with 41.1% selecting “Completely” or “Quite a bit”, 32.9% selecting “Somewhat” and 29.9% selecting “A little bit” or “Not at all”. These responses are difficult to interpret and may relate to a lack of knowledge about what other organizations offer, rather than being a comment on the statement.

While a majority of respondents also said the statement accurately reflects the UPN today (60.8% selected “quite a bit” or “completely”), an even larger number were of the opinion that the statement is a good target for the UPN to work towards, but “we’re not there yet” (74% selected “quite a bit” or “completely”). These responses are also illustrated in Figure 5.

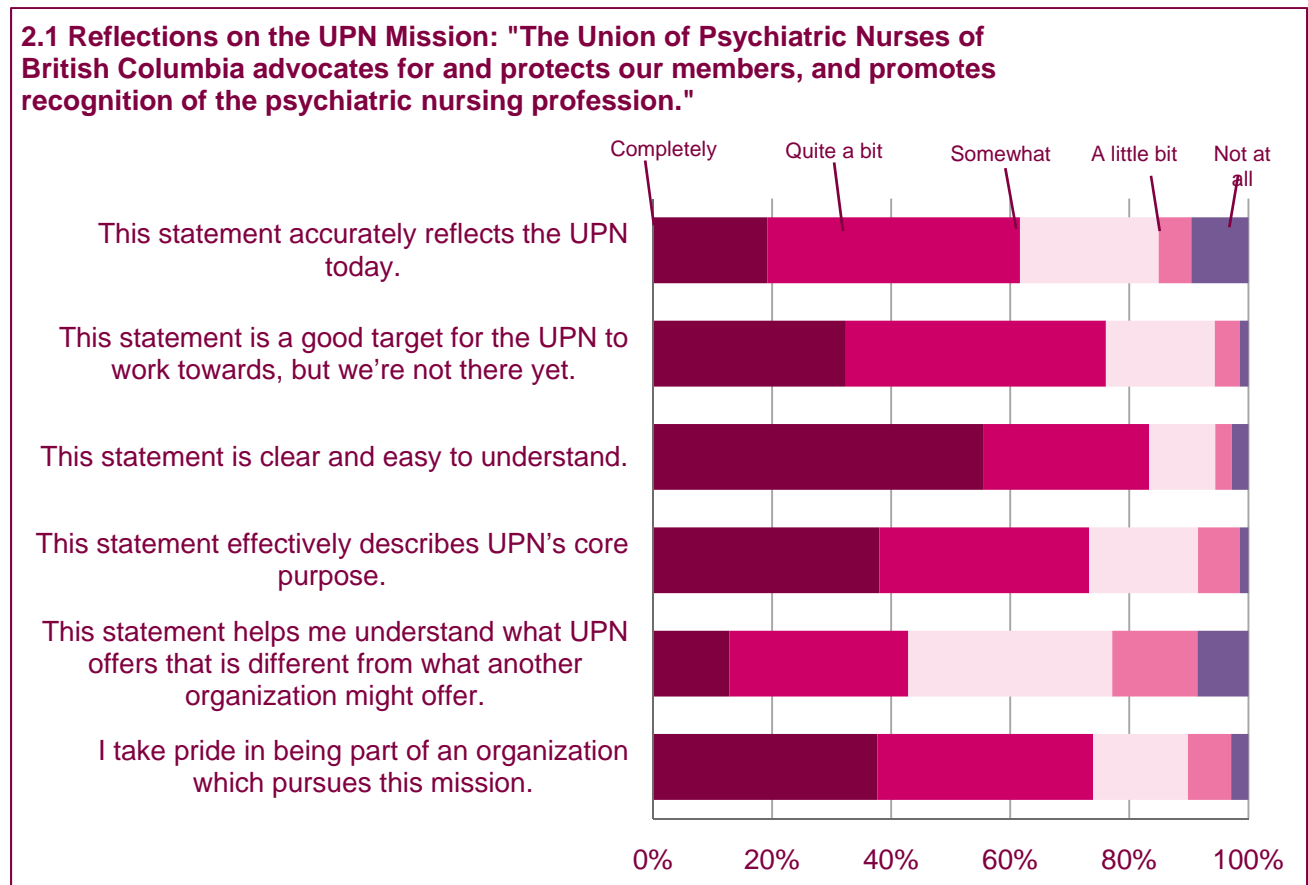


FIGURE 5: REFLECTIONS ON THE DRAFT MISSION (1)

2.2 Any other comments on the draft Mission Statement?

In addition to the responses summarized above, sixteen members chose to take advantage of the opportunity to answer question 2.2, “Do you have any other comments on the draft Mission Statement?” To some degree, the responses reflect a lack of familiarity with the nature and purpose of the Mission Statement, and foreshadow the need for the other components of the Strategic Plan that are to be developed by Council for presentation to members (particularly the expressed desire to learn more about how this mission is to be accomplished in future).

2.1 Reflections on the UPN Mission: "The Union of Psychiatric Nurses of British Columbia advocates for and protects our members, and promotes recognition of the psychiatric nursing profession."

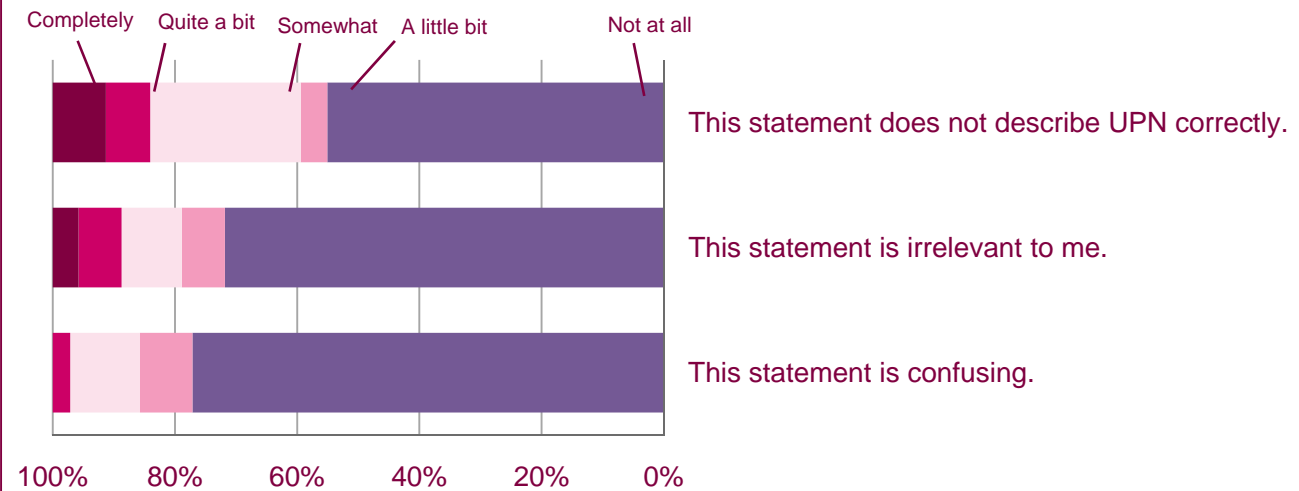


FIGURE 6: REFLECTIONS ON THE DRAFT MISSION (2)

In detail, the 16 responses are as follows:

- I think this statement should actually be two statements and made more definitely. Advocating for and protecting members could be put into a more powerful word I think. Advocating also, I think, is a bit paternalistic. Promoting recognition is all about letting other professional bodies and employers, the public know about the profession-that is another statement, I think.
- It's very simple , it's not true, & every other union has the same claim
- Lacks our uniqueness - needs to reflect that RPNs are the ONLY registered nurses who are trained specifically in psychiatric care
- The structure of this section needs to be revised, especially the choice titles. Wouldn't this be a good section to obtain responses from the membership? My problem is that I don't feel that anything of this nature has been accomplished by the UPN in the past few years. The statement is too simplified: it needs to include how this is accomplished.
- Three "ands" - don't know if I love it
- It needs to be elaborated on to show the UPN has new teeth and are not simply satisfied with the status quo.
- More of the constitution should be reflected in the mission statement - there is nothing regarding unionism or union principles
- Members care - we need other nursing organizations to understand how much we care. Government needs to understand that we are skill to understand the Mentally Ill. We need funding to prove the mental worth of all individuals.
- Further clarification is needed: how do you advocate and protect members and how do you promote recognition of the psychiatric nursing profession?

- how about seeks to make significant improvements in the workplace in terms of safety, job security, reasonable workloads etc
- Maybe a note recognizing the importance of our role as advocates for the people we serve
- Possibly could be worded better , the last statement at present does not describe the UPN correctly but may in the future
- Promotes recognition of our profession to who?
- Good idea, just need to actually follow it when its implemented.
- Promotes recognition how? Maybe should be like a care plan, specify how it promotes.
- I have concerns about equal representation for all members.

Section 3, Shared Values

At their planning retreat, the Council also developed a draft list of shared organizational values for the UPN. This section of the survey sought member feedback on that draft:

This section deals with the UPN's guiding principles or values.

Value statements are statements of the collective principles and ideals which guide the thoughts and actions of an individual or a group of individuals. Values define the character of the group together as an organization – they describe what the organization stands for.

Values are statements of belief about what is right, important or necessary in given situations, and they influence decisions, behaviour and direction. They are “non-negotiable”, the principles for which you stand together as a Union.

At the January planning retreat, the UPN Council selected a series of “shared values” for presentation as a draft. Like the Mission Statement, a final version will come forward to the Annual General Meeting for membership approval. This is your chance to provide feedback on the draft:

"As a member-driven organization, we value:

- **Accountability**
- **Equality**
- **Fairness**
- **Integrity**
- **Respect**
- **Safety**
- **Support**
- **Unity"**

3.1 Please select the choice for each question that best reflects your opinion regarding each of the proposed values.

There were 70 to 72 responses for each proposed value in this section. Overall, the set of values are well received by members who completed the survey, as displayed in Tables 10 and 11 and Figures 7 and 8 below.

When combining the two most positive response options (“I feel very strongly this one must be included” and “This one should be included”) the value of INTEGRITY was ranked highest (93%), followed by RESPECT, ACCOUNTABILITY, and FAIRNESS/EQUALITY (tied).

Rounding out the list were (in order of ranking) SAFETY, SUPPORT and UNITY. However it is important to note that all these options received a 75% (combined) or higher share of positive responses.

Just looking at the most positive response (“I feel very strongly this one must be included”) INTEGRITY again tops the ranking, followed in descending order by SUPPORT, ACCOUNTABILITY and RESPECT (tied), SAFETY, FAIRNESS, EQUALITY and UNITY.

Value	This is an appropriate, important value for our Union and should be included		This one really resonates for me – I feel very strongly that it must be included		“Appropriate” and “Feel strongly” combined	
	Count	Percentage	Count	Percentage	Count	Percentage
Integrity	24	33.3%	43	59.7%	67	93.1%
Support	21	29.6%	38	53.5%	59	81.9%
Accountability	25	34.7%	37	51.4%	62	86.1%
Respect	27	38.6%	36	51.4%	63	87.5%
Fairness	26	36.6%	35	49.3%	61	84.7%
Safety	25	35.7%	35	50.0%	60	83.3%
Equality	31	43.7%	30	42.3%	61	84.7%
Unity	25	35.2%	29	40.8%	54	75.0%

TABLE 10: PROPOSED VALUES (ANALYSIS OF POSITIVE RESPONSES)

These strong levels of support for the proposed list of values are confirmed by looking at the number of members who chose negative rankings for each of the options. When combining the two most negative response options (“I would be strongly opposed to this one must be included” and “I wouldn’t choose it”), few people identified concerns. Even the least popular proposed term (SUPPORT, with a combined 7% of negative responses) resulted in only five negative selections and, for the three items to which people indicated strong opposition only one individual made this selection for any single term.

Value	I would be strongly opposed to it being included in the final list		I wouldn’t choose it as one of the key values we stand for		“Strongly opposed” and “Wouldn’t choose” combined	
	Count	Percentage	Count	Percentage	Count	Percentage
Integrity	0	0.0%	2	2.8%	2	2.8%
Support	1	1.4%	4	5.6%	5	7.0%
Accountability	0	0.0%	2	2.8%	2	2.8%
Respect	1	1.4%	2	2.9%	3	4.3%
Fairness	0	0.0%	3	4.2%	3	4.2%
Safety	0	0.0%	4	5.7%	4	5.7%
Equality	0	0.0%	2	2.8%	2	2.8%
Unity	1	1.4%	3	4.2%	4	5.6%

TABLE 11: PROPOSED VALUES (ANALYSIS OF NEGATIVE RESPONSES)

Which values should be included as guiding principles for UPN?

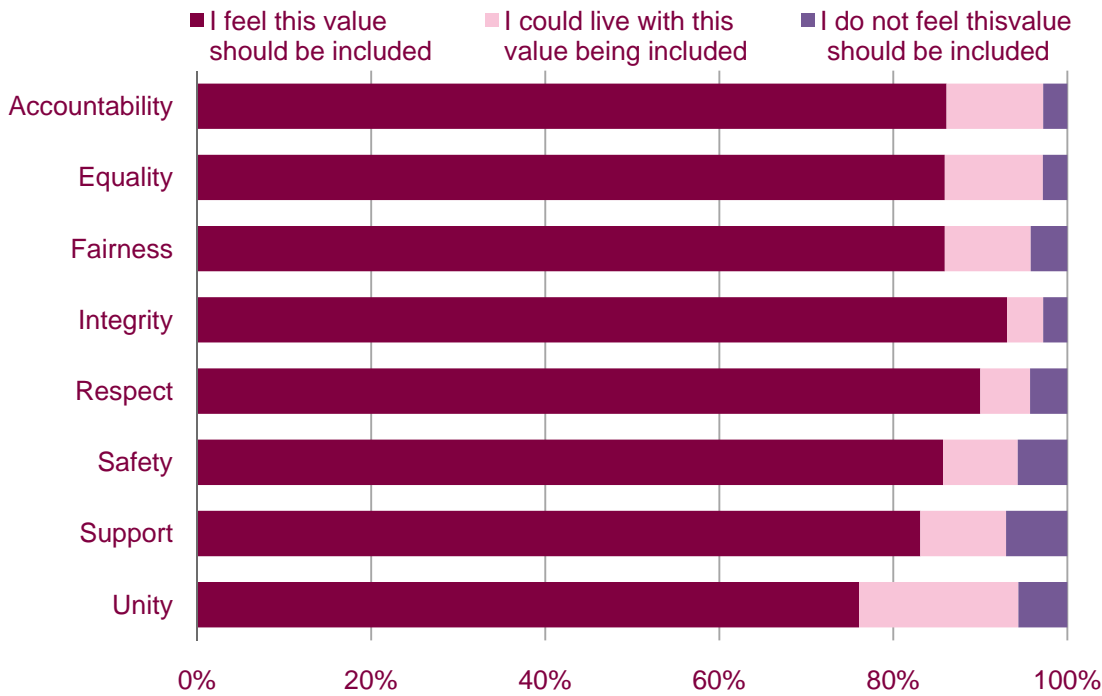


FIGURE 7: WHICH VALUES SHOULD BE INCLUDED?

Figures 7 and 8 analyze the same data, with the display in the latter selected to illustrate the relative support from respondents for including each of the eight proposed values.

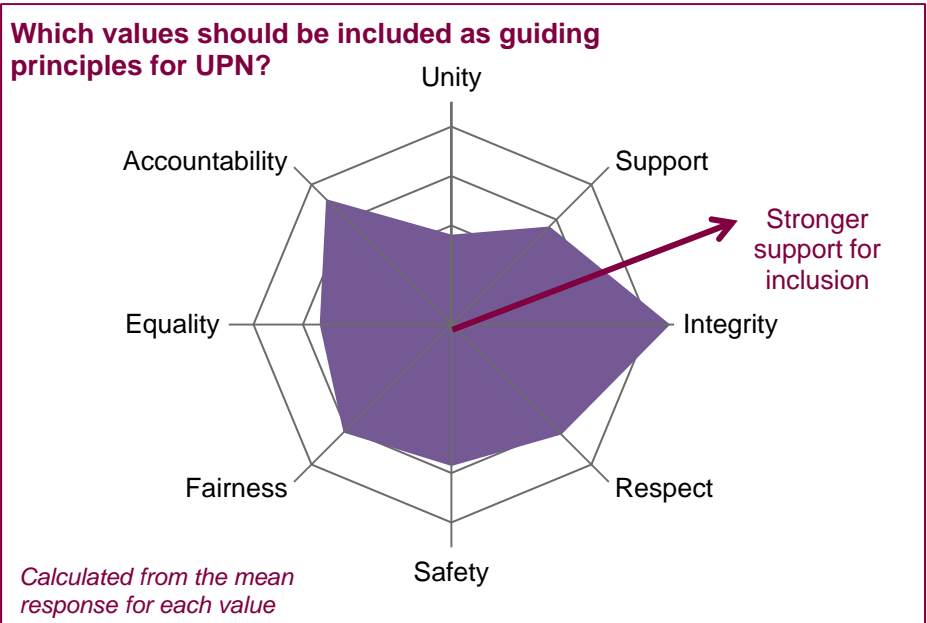


FIGURE 8: ANALYSIS FOR SUPPORT FOR VALUE OPTIONS

3.2 Any other comments on the draft Values?

In addition to the responses summarized above, eight members chose to take advantage of the opportunity to answer question 3.2, “Do you have any other comments on the draft Values?”

- I would like to know what the equality is with- we still have a hierarchical system - and to a point it needs to be respected, IF FAIRNESS, is being followed. So I would need clarification with Equality.
- Definitions of these terms should be included so people unfamiliar with them or English have a better understanding of what they are voting on. If you have equality then fairness should follow automatically, as I understand things. Unity is nice to achieve but cannot be and should not be on the values list as doing so puts the organization at risk of group think, a pathway to demise. No organization is going to have everyone agreeing on everything all the time. There needs to be room for dissention and independent thinking to keep the organization vibrant and forward moving. Check your definitions of integrity and unity, they may be synonyms.
- Words like safety, support have no definition and I wouldn't include them
- Value all of us members
- Why has it taken so long to develop these values
- I guess unity would include having a shared vision and purpose, which I think is really important to convey.
- Good choices
- Sounds comprehensive to me

3.3 Are there any other values you think are more important to recognize than the ones in the draft list? Please name them here.

A total of seventeen suggestions were made by respondents; three related to transparency, two to inclusiveness and acceptance of all types of members, and the balance to 12 other different topics as listed below.

Responses related to Transparency:	• Transparency	• Transparency needs to be added, without it we are in the same classification as the employer.	
	• Transparent		
Responses related to inclusiveness:	• Inclusiveness -of diverse group of members	• Instead of Unity, something suggesting welcoming, acceptance, or tolerance for/of opinions	
All other responses:	• Education	• Responsibility	• Advancement
	• Solidarity	• Recognition	• Knowledge
	• Pride	• Involvement	• Loyal
	• Support but with a more clear definition	• Professional autonomy	• Social Democracy

TABLE 12: VALUES TO CONSIDER ADDING TO THE LIST

3.4 It is preferable to have a shorter list of values than the draft currently proposed. Out of the eight items listed, please identify here any items that you would be content to remove from the list. If you think they're all equally important, please say "keep all".

Almost half or 34 (out of the total of 69) respondents to question 3.4 indicated that all eight items on the list should be retained; however amongst the majority of responses, there was no clear consensus on which proposed item should be removed. While the option most often mentioned as “ok to remove”, UNITY, was also ranked in earlier questions as the lowest priority for selection amongst all eight options, in this case only 22% or 15 respondents felt it was okay to remove it.

No one suggested removing ACCOUNTABILITY or INTEGRITY, a result which echoes their high ranking in earlier questions. The other six options were selected for removal as listed in Table 13 below.

Value “OK to Remove”	Number of mentions	Represents % of total respondents	Value “OK to Remove”	Number of mentions	Represents % of total respondents
Unity	15	22%	Safety	6	9%
Support	11	16%	Fairness	5	7%
Equality	6	9%	Respect	2	3%

TABLE 13: VALUES TO CONSIDER REMOVING FROM THE LIST

Respondents were also asked if they had any other comments regarding the proposed values, and five chose to do so as follows:

- equality fairness respect (assumed there would be)
- I would not look to my union for respect but for support with workplace issues, including fairness and integrity in the process.
- If people are held accountable they will most likely have supported others and feel supported.
- Support/safety/unity-variables that are not controllable through UPN but through the workplace
- Unity could be removed. I believe dissention in any organization is healthy

These comments may indicate the value of providing further definition of the selected value terms (rather than just using a single word and leaving the reader to make their own interpretation). It may be that without definitions, respondents were reluctant to suggest removing items that they considered to be similar or complementary. For example, FAIRNESS and EQUALITY may have similar or related meanings depending on an individual’s interpretation.

Section 4, Priorities and Choices

This section of the survey requested member input regarding organizational action priorities for the future, encouraging members to identify “must do” items to help guide Council’s resource allocation choices:

Realistic limits to resources mean that the Union can’t do EVERYTHING we might like, so it’s important to separate out the things that are essential (“NEED TO DO”) from those that are desirable but less important (“NICE TO DO”). In this last section, you are asked to provide your thoughts on UPN’s goals.

This information will be presented to Council for their reference at a second planning workshop scheduled for April. At that time, Strategic Directions and Objectives for the year ahead will be drafted. Then, the completed draft Strategic Plan including these targets will come forward to the Annual Meeting for membership approval. This section of the survey is your opportunity to provide input to that draft.

Questions began with an open-ended request for responses, designed to elicit un-prompted suggestions based on members’ own top of mind issues:

4.1 What is the most important issue/task or priority upon which UPN leaders should focus energy and resources during the coming year? Please explain why you've chosen this priority.

In total, 65 people responded to question 4.1, providing 83 different responses. As with similar questions in the early part of the survey, this one employed an open-ended response format, and the analysis summarized on the next page was created through the same process described earlier in this report. Particularly in the case of this question, the actual responses are varied and range from a reiteration of widely-shared priorities to very specific, unique and personal concerns.

The top three priorities (based on analysis of items most frequently mentioned in different words by different respondents) were:

- Protect and grow jobs and maintain contracts (note: numerous mentions of Riverview closure) – 14 mentions, 22% of items
- Protect and increase wages and benefits (wages, 3; benefits, 4; both, 5) – 12 mentions, 18% of items
- Improve communication with membership, including more timely responsiveness – 7 mentions, 11% of items

These items correlate closely with the priorities selected in question 4.2 below, relating to Union activities relating to advocating for and protecting members. Items echoing top responses for question 4.3 below, relating to Union activities designed to enhance recognition of registered psychiatric nursing as a profession, were not mentioned nearly as frequently (only four responses). The relatively large number of unique responses to this question (categorized together in Table 14 below as “Other”) do not readily lend themselves to grouping, but do echo responses and comments in other parts of the survey.

What is the most important issue/task or priority upon which UPN leaders should focus energy and resources during the coming year?	Number of mentions	Represents % of total respondents
Response Themes (from most to least frequently mentioned)		
Protect and grow jobs and maintain contracts (note: numerous mentions of Riverview closure)	14	22%
Protect and increase wages and benefits (wages, 3; benefits, 4; both, 5)	12	18%
Improve communication with membership, including more timely responsiveness	7	11%
Advocate for and promote the union and/or the uniqueness and value of the RPN role (RPN role 4; union 2)	6	9%
Maintain union identity; don't join another union	5	8%
Support members' workplace issues (e.g. workload, safety)	5	8%
Provide more support for stewards	3	5%
Improve handling of seniority (examples include leaves of absence, moving, immigrants, retirement age)	3	5%
Other:	28	44%
<ul style="list-style-type: none"> • Increase membership • Fairness • More educational opportunity • Members are mental health professionals and have no coverage for mental health counselling • Integrity • I don't know • Make itself strong and viable • Maintain what has been achieved due to economic recession • Transparency of decisions 	<ul style="list-style-type: none"> • Improve management • Engage new and young members • Connect with mental health organizations • Keep employers accountable • More input to government • Join BCNU • Re-evaluate staff and governance structure and roles • Hold leaders accountable to members • Keep on par as a professional body • Work at a grass roots level • Accountability of CRPNBC • More involved with universities and colleges 	

TABLE 14: PRIORITY ISSUES AND TASKS

This was followed by a list of proposed activities relating to member service which respondents were asked to rank:

4.2 Here is a list of possible UPN activities related to advocating for and protecting members. Assuming we can't do everything in every area, please rank them according to your view of their relative priority.

For each activity, between 65 and 68 members selected a response. Overall, the rankings respondents provided fell into three clusters: highest ranked were matters relating to effectively protecting existing contract terms against efforts to erode them. Individually, “protecting wages” and “protecting benefits” were ranked first and second as the two highest priorities of respondents overall. Next came issues related to member service (effectiveness, timeliness and quality of member service), followed by bargaining increases in wages and benefits. The two lowest-ranked priorities related to enhancing opportunities for members to become more involved in the Union (as stewards, officers and/or activists).

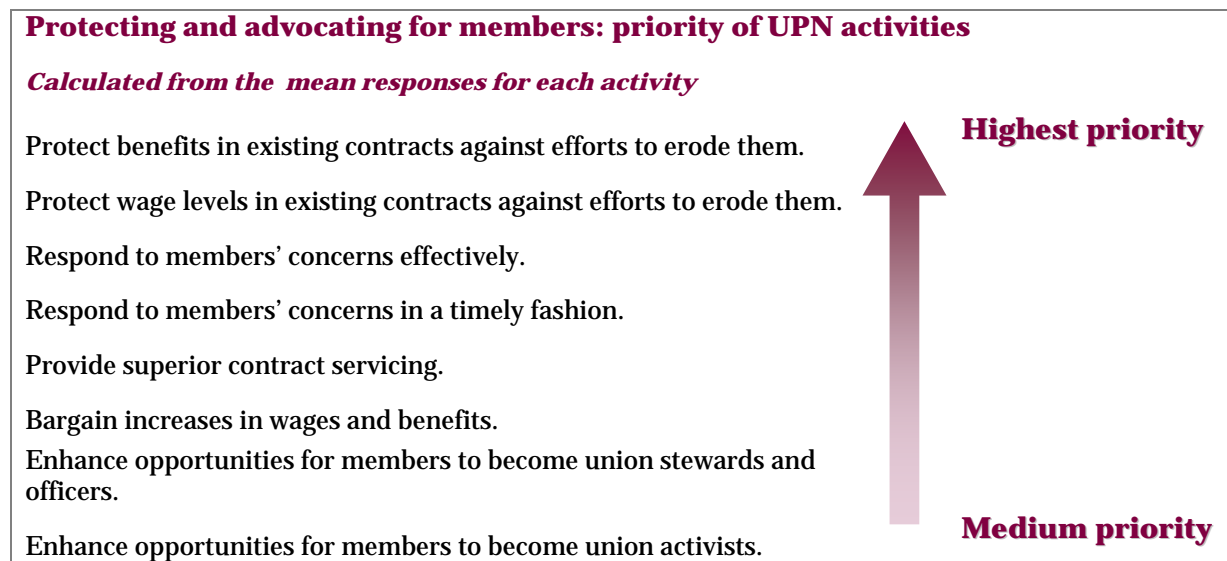


FIGURE 9: RANKING OF MEMBER PRIORITIES

Question 4.2 Answer Options (lowest priorities)	I don't know	Not a priority	Low priority	Sum of (left)	% of Total Responses
Enhance opportunities for members to become union activists	1	4	12	17	25.4%
Provide superior contract servicing	9	1	4	14	21.5%
Bargain increases in wages and benefits	1	3	8	12	18.5%
Enhance opportunities for members to become union stewards and officers	1	2	7	10	14.9%

TABLE 15: MEMBER PRIORITIES (1, LOWEST RANKED)

Question 4.2 Answer Options (highest priorities)	Very important	Not a priority – must do	Very important/ Highest priority	% of Total Responses
Protect benefits in existing contracts against efforts to erode them	1	4	12	25.37%
Provide superior contract servicing	9	1	4	92.5%
Bargain increases in wages and benefits	1	3	8	89.7%
Respond to members’ concerns in a timely fashion	1	2	7	83.8%

TABLE 16: MEMBER PRIORITIES (2, HIGHEST RANKED)

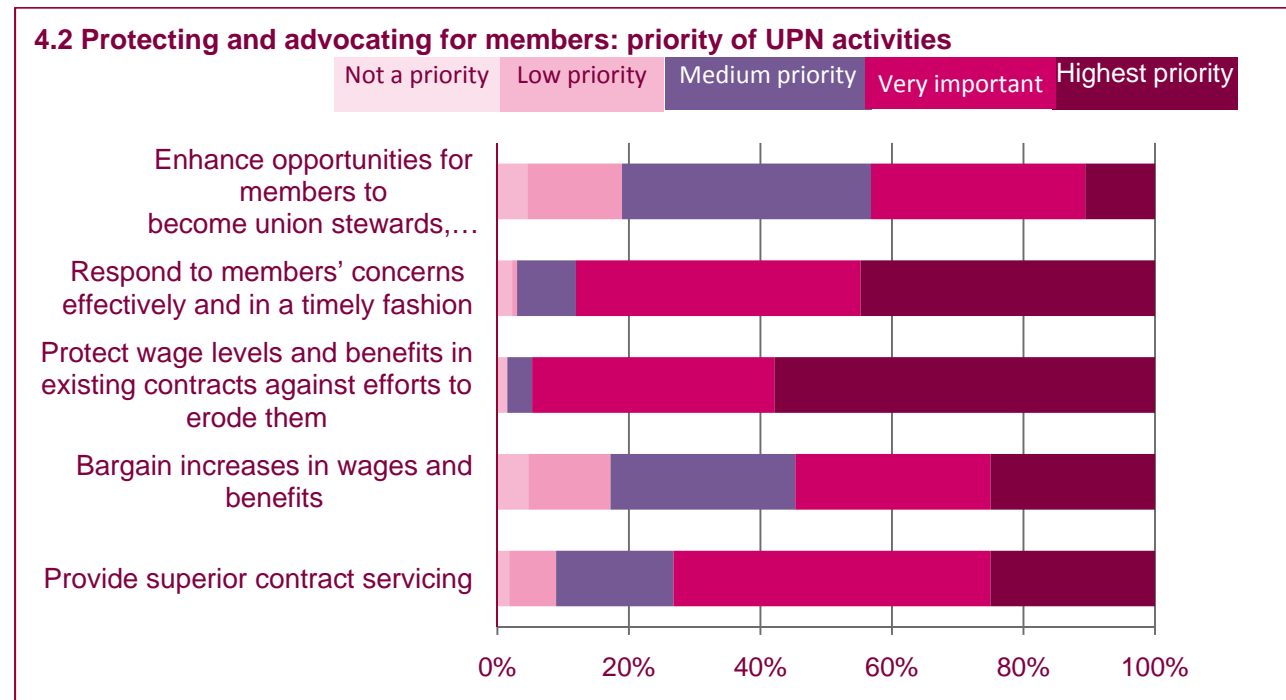


FIGURE 10: MEMBERS' RELATIVE PRIORITIES

The next question provided a list of proposed activities relating to enhancing recognition for RPNs, which respondents were again asked to rank.

4.3 Here is a list of potential UPN activities relating to enhancing the recognition of registered psychiatric nursing as a profession. Again, since we can't always do everything in every area, please rank them according to your view of their relative priority.

Few members provided profession-related suggestions as priorities in their open-ended responses to question 4.1 earlier in this section of the survey. However, in question 4.3 when offered a list of potential UPN activities relating to enhancing recognition of the profession they ranked these options highly. Somewhat less highly ranked, but still rated as very or most important by more than 60% of respondents, were priorities related to the union and to opportunities for continuing and professional psychiatric nursing education.

Question 4.3 Answer Options (highest priorities)	Very important	Highest priority – must do	Very important/ Highest priority	% of Total Responses
Promote the unique value of the psychiatric nursing profession and increase public appreciation for the unique role of RPNs	18	36	54	81.8%
Promote Psychiatric Nursing as a career/encourage people to enter the profession	24	28	52	77.6%
Fight decreases in union membership numbers	30	14	44	65.7%
Increase union membership numbers	27	17	44	64.7%
Provide opportunities for members for union education	31	11	42	62.7%
Provide opportunities for members for professional and continuing psychiatric nursing education	18	23	41	61.2%

TABLE 17: MEMBER PRIORITIES (3, HIGHEST RANKED)

It is important to note that, at the same time as the above priorities were communicated, a significant proportion of respondents ranked the same items as “medium-priority”, “nice to do” activities. These are listed in Table 18.

Question 4.3 Answer Options “medium” priorities	Medium priority – “Nice to do”	% of Total Responses
Provide opportunities for members for professional and continuing psychiatric nursing education	18	26.9%
Increase union membership numbers	17	25.0%
Provide opportunities for members for union education	16	23.9%
Fight decreases in union membership numbers	13	19.4%
Promote Psychiatric Nursing as a career/encourage people to enter the profession	12	17.9%
Promote the unique value of the psychiatric nursing profession and increase public appreciation for the unique role of RPNs	11	16.7%

TABLE 18: MEMBER PRIORITIES (4, "NICE TO DO")

This section of the survey concluded by posing two open-ended questions about success and the union’s future.

4.4 Thinking about UPN three years from now, if the Union is successful in pursuing its mission, what does that success look like in practical terms, and how might we measure it?

In total, 65 people responded to question 4.4, providing 97 different responses. As with similar questions in the early part of the survey, this one employed an open-ended response format, and the analysis summarized on the next page was created through the same process described earlier in this report.

By far the most common theme related to having a larger membership and a more involved membership, followed by similar themes relating to higher member satisfaction and more students and RPN grads. There is a high level of congruence between success measures mentioned and areas identified in earlier questions as priorities for union action.

4.4 Thinking about UPN three years from now, if the Union is successful in pursuing its mission, what does that success look like in practical terms? How might we measure success? Response Themes (from most to least frequently mentioned)	Number of mentions	Represents % of total respondents
Higher membership and a more involved membership	26	40%
Proven high level of membership satisfaction with the union (several notes about continuing surveys such as this one)	10	15%
More students and RPN grads	10	15%
Secure jobs and jobs not lost to unqualified staff or other disciplines; number of RNPs growing	9	14%
Fair contracts, keeping up with inflation, and competitive with other unions	9	14%
The union remains independent and strong	7	11%
There is an increase to an appropriate number of supported stewards	5	8%
More responsive to members, more grievances resolved satisfactorily and/or fewer complaints and grievances	4	6%
Other	18	28%
<ul style="list-style-type: none"> • More input from RPNs • Safer workplaces • I don't know • Evaluation of goals and objectives • Members have healthy lifestyles • Promotion of activities • More involvement of immigrant members 	<ul style="list-style-type: none"> • Respected in the labour movement; access without affiliation • Public knowledge and appreciation of UPN • Members committed to common mission • Nurses joined in one union • More members running for Council positions 	

TABLE 19: DEFINING UPN SUCCESS

4.5 Do you have any other comments or suggestions for the Council to take into account as they develop our 2010 Strategic Plan?

Responses to question 4.5 were received from 24 respondents, and the themes often reflected issues raised in responses to earlier questions (e.g. need for better communication; concern about BCNU raiding; lack of clarity about different roles and duties). Specific responses were as follows:

- Meet with stewards on a regular basis to provide support and direction for their particular issues
- President needs to be more visible
- Strongly feel that the BCNU is breathing down our necks waiting for an opportunity to absorb us as well as others

- Liaise with Government student loans department to forgive our massive loans and interest as we are taking care of the people of this country.
- Have the union pursue one vote for each member rather than the current delegate system
- Advanced education for members.
- Paid shop stewards.
- Thank you for doing this challenging work on all of our behalf.
- Invite people to a forum
- Seniority is an important right denied to members who come from other countries. It is excluded from recruitment and selection processes and is applied in a discriminatory fashion. It is time that the UPN resolved this inequality.
- implement and review targets regular
- Yes, find a different survey format, or improve on this one. I took the time to think about these issues and it took more time than most would be willing to spend on a survey, but then I really care about my profession and colleagues, have been associated with the union throughout my career and always hope to contribute something of value. It is my sincerest hope the Council will concentrate on rebuilding the UPN's strength, sense of integrity, transparency, accountability and all the values listed above.
- UPN needs to use vetted outside resources to assist in completing its objectives due to our small size. We may be able to partner with other unions, borrow research instruments from them, or learn how to manage complex situations. While we need to continue our independence we can concomitantly benefit from associations with other unions as long as it is interdependence (not dependence) that we are nurturing.
- Listen to the unhappy concerns of your members and try to put yourself in our shoes when we're facing bumping because HR doesn't have to give a rat's ass about us and our seniority was not properly credited.
- Do another monkey survey and assess membership satisfaction. In fact, you fell down here. Membership satisfaction should have been included here so that you would have a measuring stick. (You're not being accountable!) I must add that my steward has been terrific!
- Find a way to be responsive and accountable to the membership
- Act in unison with other unions
- Suggest needs analysis in determining staff numbers and responsibilities for our current diminishing membership and given the lack of responsiveness to membership that has been happening for some time
- Would like to know why we need more highly paid people to do what other used to proudly do as "volunteer" (paid leave from work)
- Image must reflect importance and action reflect intelligence
- We must be strong and united but flexible in order to gain support from the public and employers
- Please be accountable for all decisions made, have evaluations for all positions paid or unpaid to ensure the necessity and effectiveness of all roles, ensure there is value for the

membership and their dues Be able to make difficult decisions regarding non effective/
lack of expected performance

- Visit some of the new facilities which employ our members to ensure their contracts are being respected by the employers
- Imperative for union to respond to member issues, particularly when there is the potential for serious outcome to member
- Follow due process. Don't manipulate to achieve your own desires
- Continue to explore the workload issues members are facing, the challenges for members without a steward in their workplace, I feel quite distanced from my union.
- Inform the members on what Council does.

Focus on New Members

Keeping in mind the relatively low participation rate of younger, newer RPNs in the Union survey as summarized in Table 21 below¹, this section provides a discussion of several questions where their responses to survey questions were markedly different from their older, longer-tenured counterparts.

	How long have you been a psychiatric nurse? (Tenure)		How long have you been a UPN member? (Membership)	
0 to ten years	13	19.5%	18	27.2%
Ten to twenty years	12	17.9%	19	28.8%
More than 20 years	42	62.7%	29	43.9%
Total	67		66	

TABLE 20: RESPONSES BY RPN TENURE AND DURATION OF UPN MEMBERSHIP

Tenure and Reflections on the Mission Statement: Compared to their shorter-tenured colleagues, those with more than 20 years' experience as an RPN were more likely to agree with the assessment that "This statement is a good target for the UPN to work toward, but we're not there yet".

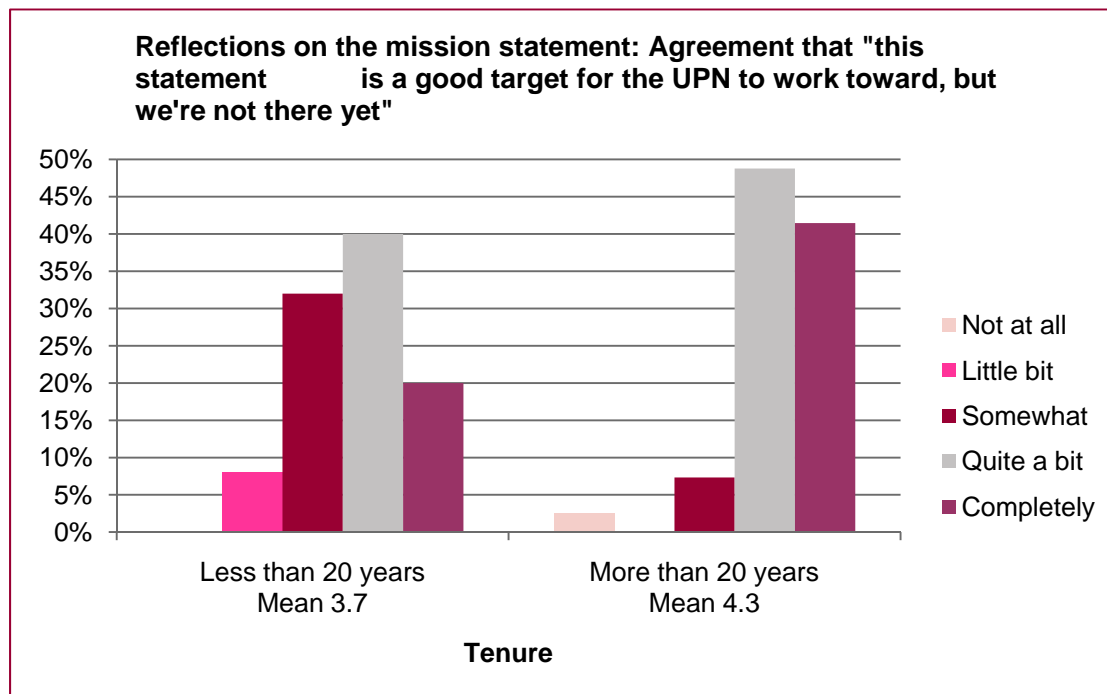


FIGURE 11: CROSS TABULATION FOR RPN TENURE AND MISSION AS "TARGET"

¹ Numbers of responses to the cross-tabulated questions varied from numbers of responses to these demographic questions but relative proportions were very similar.

Tenure and Reflections on Proposed Values: Compared to their shorter-tenured colleagues, those with more than 10 years’ experience as an RPN were more likely to select “Accountability” as a value that strongly resonates; newer RPNs were more likely to categorize this value as “Appropriate”:

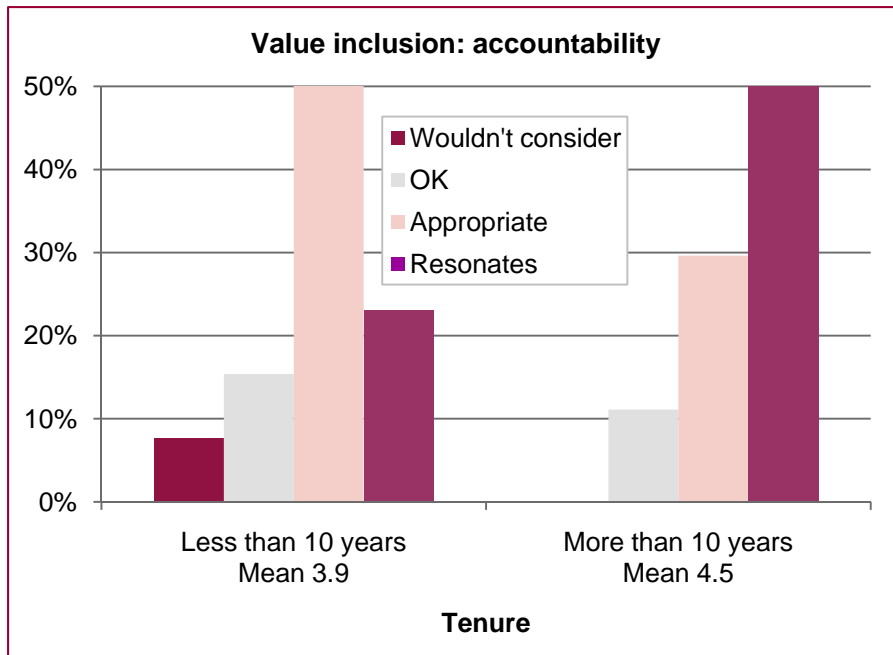


FIGURE 12: CROSS TABULATION FOR RPN TENURE AND PROPOSED VALUE “ACCOUNTABILITY”

Length of Membership and Reflections on Proposed Values: Compared to longer term UPN members, those with less than 10 years’ membership in UPN were more likely to select “Safety” and Equality” as values that strongly resonate; longer-term members were more likely to categorize these values as “Appropriate”.

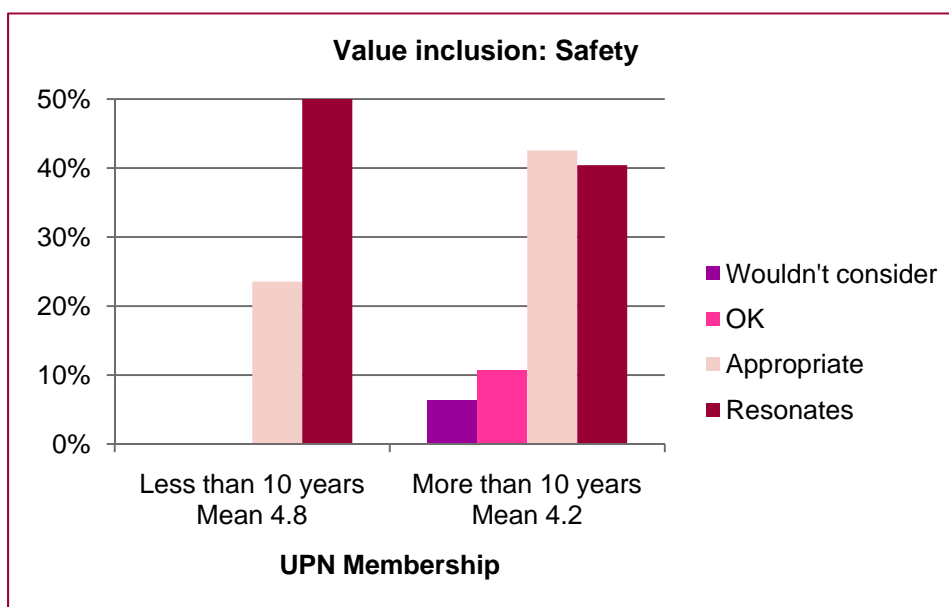


FIGURE 13: CROSS TABULATION FOR LENGTH OF UPN MEMBERSHIP AND PROPOSED VALUE “SAFETY”

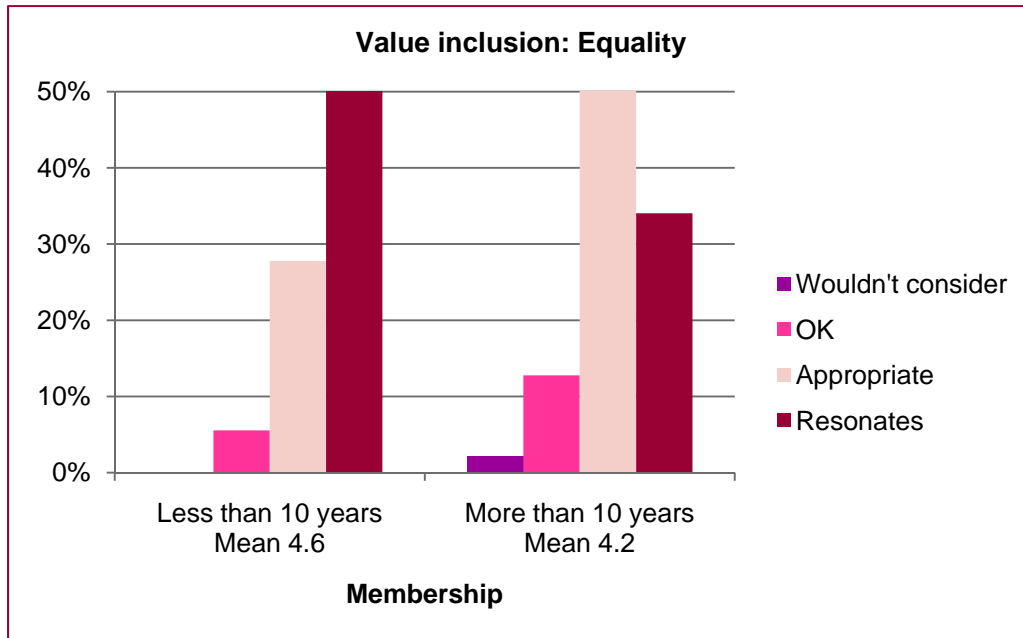


FIGURE 14:
CROSS
TABULATION FOR
LENGTH OF UPN
MEMBERSHIP
AND PROPOSED
VALUE
"EQUALITY"

Reflections on Priorities: Compared to their longer-tenured colleagues, those with fewer than 20 years' experience as an RPN tended to rank opportunities for professional and continuing psychiatric nursing education for members more highly.

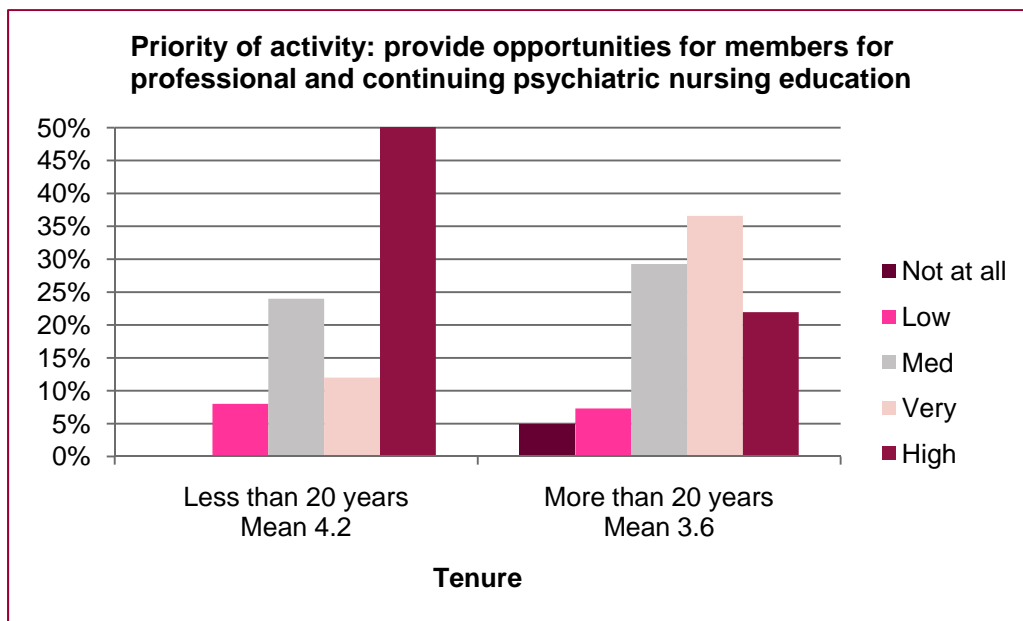


FIGURE 15:
CROSS
TABULATION FOR
RPN TENURE
AND PRIORITY OF
PROFESSIONAL
EDUCATION

Summary of Recommendations

This final section summarizes recommendations arising out of the survey's findings. As noted throughout, the results and recommendations arising from this survey must be interpreted with caution due to the relatively low rate of responses to the survey and, in particular, the low numbers of responses for specific sub-groups of members (e.g. young/new RPNs).

Planning Context

1. Ensure that members' priorities are reflected in the Plan's Strategic Directions and Objectives
2. Ensure that results of the survey and their links to the Plan are well communicated to members, so that members see the Plan as the path to achieving what they want
3. Ensure that information is provided frequently to members as priorities are achieved or progress is made in implementing the Plan and supporting their priorities

UPN's Mission

1. Survey responses do not suggest a need to change the draft Mission Statement, however once it is approved/adopted it will be important to use it and feature it widely (e.g. ensure it is visible in every issue of Spotlight, on Union meeting agendas, discussed in Council presentations, etc.) so that members become familiar with it.
2. An education/communication program around the Plan's approval and distribution could help members to understand how the Mission, Vision, Values and Strategic Directions all complement each other. Such an effort could address concerns expressed by a few respondents that the Mission is not detailed enough and/or does not include specific details as to plans for action.
3. It will be vital to the credibility of the strategic planning process for Council to effectively communicate to members about progress towards achieving the Mission statement, as successes occur.

UPN's Shared Values

1. Revise the list of Values as previously drafted by Council to include definitions of the terms.
2. In light of the addition of definitions, review the survey results and draft values list and consider whether or not to add or combine some terms and/or include definitions that address issues raised by members.

Members' Priorities and Choices

1. The Plan must place a strong focus on priorities relating to advocating for and protecting members, including:
 - Increase benefits and/or protect benefits in existing contracts against efforts to erode them
 - Increase wage levels and/or protect wage levels in existing contracts against efforts to erode them
 - Protect and grow jobs and maintain contracts

- Improve communication with membership, including more timely responsiveness.
 - Respond to members' concerns effectively
 - Respond to members' concerns in a timely fashion
2. The Plan should also place a strong focus on priorities relating to enhancing recognition of Registered Psychiatric Nursing as a profession, particularly with respect to involvement of younger members, and including:
 - Promote the unique value of the psychiatric nursing profession and increase public appreciation for the unique role of RPNs
 - Promote Psychiatric Nursing as a career/encourage people to enter the profession
 3. If Council determines that the Plan should also place a strong focus on priorities relating to organizational development, growth and member involvement in the Union, these priorities should be communicated to members as essential to the achievement of priorities in the two focus areas mentioned above.
 4. Implementation of the Plan should include a focus on ensuring that objectives and targets mandated by the Plan are well communicated to members, particularly when goals are reached or success is achieved. Where possible, the communication should clearly explain who from UPN was involved and what was required for success, so that members are more aware of how involvement and participation in Union activities contribute to collective achievements.

April 2, 2010

Prepared for the Union of Psychiatric Nurses of BC



by Patricia Evans & Associates Inc.
168 Prior Street, Vancouver BC V6A 0A6
www.patriciaevans.ca