



Our Strategic Plan 2021-2026 Summary

To view the full Strategic Plan, go to www.ona.org/stratplan

Our Strategic Plan Explained

ONA is setting out to complete 22 strategic actions in the next five years. These actions are organized under six priorities.

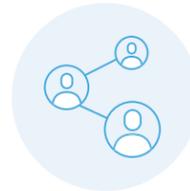


Members Informed

Empowering you with the information members value

WE WILL:

1. Make it easy for our members to keep their contact information and communication preferences up to date.
2. Tailor e-communications and social media from ONA Provincial so our members receive and have greater awareness of information they need.
3. Provide Local executives and Bargaining Unit representatives with tools and tactics for communicating valuable information to their members.
4. Improve ONA's website and mobile app so it is easy for our members to find the information they are looking for.
5. Work towards having all new members get a great orientation to the information they need, through their Bargaining Unit.



Members Supported

Supporting you to achieve better work conditions

WE WILL:

6. Enhance the labour relations service so that all Bargaining Unit representatives have enough of this highly valued support to serve their members effectively.
7. To help members address workload and safety concerns, provide enhanced informational tools and education to Local executives and Bargaining Unit representatives about relevant processes, resulting in increased member satisfaction with the options available to them.
8. Ensure new Bargaining Unit Presidents are given high-quality onboarding and intensive, needs-based support so their members receive consistent service during leadership transitions.



Stronger Bargaining Units

Equipping your Bargaining Unit representatives to support and work with you

WE WILL:

9. Establish an annual member service experience survey, linked to Local executive and Bargaining Unit representative competencies, as well as to service delivery guidelines, to help guide service improvement efforts.
10. Assess our educational offerings, and use lessons learned to strengthen foundational learning pathways for Local executives and Bargaining Unit representatives, in order to help build high-performing Bargaining Units and Locals.
11. Establish a foundational offering of French-language education programs with key document translation for Local executives and Bargaining Unit representatives, so French-speaking Bargaining Units are supported to serve their members effectively.
12. Work with Local executives and Bargaining Unit representatives to review the role and structure of Locals, and to assess whether there are opportunities to improve how ONA Locals and staff work together to support Bargaining Units.



Telling Ontarians the Truth

Sharing what you know about the state of the health-care system

WE WILL:

13. Seize strategic opportunities to use stronger public messaging, particularly in our advertising campaigns, in order to share directly with Ontarians what our members know about the conditions in our health-care system.
14. Assess ONA's effectiveness at reaching Ontarians through the media and determine if steps should be taken to increase our impact.
15. As part of our strategic communications plan, strengthen our social media strategy for reaching Ontarians on behalf of our members.



Everyone Included

Creating a more diverse, equitable, and inclusive union

WE WILL:

16. Develop and implement an ONA anti-racism plan focused on how ONA's Locals and Bargaining Units welcome and support members who are Black, Indigenous, and People of Colour (BIPOC). The plan will include improvements to ONA education, efforts to increase the representation of BIPOC across all levels of the organization, and enhancements to disciplinary responses to racist and discriminatory behaviours.
17. Develop tools to support and encourage members to participate in creating an equitable and inclusive union that reflects and welcomes all of our members.
18. Develop and implement a staff diversity, equity, and inclusion plan to improve structures and advance practices that ensure equal opportunities within the staff environment, including but not limited to improvements to staff training on diversity, equity, and inclusion.
19. Develop and implement an evaluation plan to monitor and help improve the effectiveness of ONA's efforts to promote diversity, equity, and inclusion.



Our Work, For You

Excellence for you from ONA's Board and staff

WE WILL:

20. Develop a collaborative leadership framework that clarifies roles and processes for how ONA's Board of Directors and Senior Executive Team work together for our members.
21. In order to nurture a healthy, high-performance workplace culture at ONA and ultimately enable employees to do their best work for our members, provide greater clarity for ONA staff concerning roles and processes, especially with regards to cross-team collaboration.
22. Consolidate, improve, and annually evaluate training and professional development structures for ONA staff. This will include strengthening foundational orientation for new staff and enhancing access to mentorship, career and succession planning support, performance evaluation, and skill development opportunities.

ONA: Your Union

OUR MISSION Defend the rights of and advocate for nurses and health-care professionals who care for the health of Ontarians.

OUR VISION Empowered members taking collective action for safe and equitable workplaces and high-quality health care for all Ontarians.

OUR VALUES

Strength and Unity

Determined and together, we harness our collective power and achieve our shared goals.

Integrity and Professionalism

We are committed to doing what is right, advancing the interests of our members, and advocating for patients, residents, and clients.

Diversity, Equity, and Inclusion

We embrace our differences and seek to create an organization, a health-care system, and a society where all people are valued, included, and respected.

ACKNOWLEDGEMENTS

This strategic plan was shaped by many hands – thank you to everyone who contributed. A team of Board members (supported by two senior executive staff) collaboratively worked to guide multiple consultations, review the extensive advice gathered, and craft the strategic plan itself, based on what was heard. This team deserves a special thank you for their contributions and consisted of:



Cathryn Hoy, RN
President

Portfolio: Communications and Government Relations/Student Liaison



Angela Preocanin, RN
First Vice-President

Portfolio: Political Action and Professional Issues



Dawn Armstrong, RN
Vice-President, Region 1

Portfolio: Human Rights and Equity



Andrea Kay, RN
Senior Executive,

Labour Relations



Holly-Ann Campbell
(former) Executive Lead,

Communications and Government Relations

Even while the COVID-19 pandemic challenged all of us, more than 3,250 ONA members, Local executives, Bargaining Unit representatives, and staff stepped up to share their advice and help point ONA forward in the years ahead.

A deep and heartfelt thank you to the many ONA members who took time to help shape ONA's future. We look forward to making good on the commitments in this plan, in order to better support you, your fellow members, and the patients, residents, and clients you care for.



PROVINCIAL OFFICE
Suite 400, 85 Grenville St., Toronto, ON M5S 3A2
(416) 964-8833 | Toll-free (800) 387-5580
www.ona.org | onamail@ona.org