



Leadership Manual 2016-2017 Edition



RNAO

Registered Nurses' Association of Ontario
L'Association des infirmières et infirmiers
autorisés de l'Ontario

Speaking out for nursing. Speaking out for health.

Registered Nurses' Association of Ontario

Leadership Manual

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Welcome

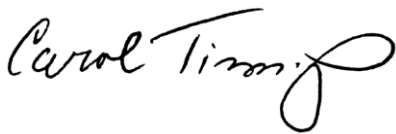
Congratulations on being a leader of the Registered Nurses' Association of Ontario. We rely on your participation in our association to speak out for nursing and speak out for health.

RNAO has a rich heritage of professional excellence. As a leader of RNAO, you contribute your talents and personal commitment to the associations' successes. Your dedication will undoubtedly make a difference in Ontario. You know that our communities need nurses as equal partners in delivering and shaping health services. Thank you for making that happen.

We extend special thanks to past leaders and to staff who have provided the material for this edition of the Leadership Manual.

Thank you for committing to making a difference by taking on a leadership role with your association. Let's get started.

Warmest regards,

A handwritten signature in black ink that reads "Carol Timmings". The signature is fluid and cursive, with a large loop at the end.

Carol Timmings, RN, BScN, MEd (Admin)
President

A handwritten signature in black ink that reads "Doris Grinspun". The signature is cursive and includes a long horizontal flourish at the end.

Doris Grinspun, RN, MSN, PhD, LLD(hon), O.ONT
Chief Executive Officer

RNAO Activities September 2016 - 2017

This list includes some of the dates you can plan around as a Leader within RNAO. Some holidays are also included to make your planning easier.

Visit <http://rnao.ca/events> for a complete and updated list of RNAO events and watch your email for important notices and deadlines.

Date	Activity	Who Participates?
August 2016	First call for Resolutions- deadline <u>December 27, 2016</u>	All members
Sept 5, 2016	Members' Voices Due	Chapter Presidents, Interest Group Chairs and BOD
Sept 22 and 23, 2016	Board of Directors Meeting at RNAO Home Office	BOD
September 23, 2016	Chapter Presidents and Interest Group Chairs Meetings Chelsea Hotel, Toronto	Chapter Presidents, Interest Group Chairs
September 24, 2016	Assembly (Membership Focus) Chelsea Hotel, Toronto	Chapter Presidents, Interest Group Chairs, BOD and Membership Officers
October 2016	Second call for resolutions- Deadline <u>December 27, 2016</u>	All members
October 2016	Nominations open for RNAO Media Awards – visit http://rnao.ca/about/awards/media-excellence for details	
October 2016	Climax of recruitment and retention efforts which could include: <ul style="list-style-type: none"> • Targeted Mailings • Newsletters • E-mails • Phone calls and personal contacts • Postcards • Brochures/flyers 	Chapter Presidents, Interest Group Chairs and BOD
October 2-4, 2016	Jewish New Year/Rosh Hashanah	
October 10, 2016	Thanksgiving	

Date	Activity	Who Participates?
October 11-12, 2016	Yom Kippur	
November 2016	Nominations for RNAO Recognition Awards open - download your nomination form at http://rnao.ca/about/awards/recognition-awards	All members
November 2016	<p>Start planning Member meeting to elect Consultation Representatives for AGM. Link for reps to register: https://myrnao.ca/consultationregistration</p> <p>Let Home Office know if your interest group would like to meet on the Saturday following the 2017 AGM.</p>	<p>Chapter Presidents and Interest Group Chairs</p> <p>Interest Group Chairs</p>
December 2016	Reach out to lapsed members with emails, phone calls or letters. Your membership contact Carrie Edwards (cedwards@rnao.ca) can provide a list.	Chapter Presidents, Interest Group Chairs, Membership ENOs and BOD
December 27, 2016	Deadline for 2017 resolution submissions	All members
December 27, 2016	Deadline for nominations to the RNAO board of directors	All members
January 2017 (date TBA)	Deadline for nominations for RNAO Recognition Awards - details at http://rnao.ca/about/awards/recognition-awards	All members
January 2017 (date TBA)	Deadline for nominations for RNAO Media Awards - details at http://rnao.ca/about/awards/media-excellence	All members
January 2017	Hold meeting to elect consultation representatives to attend the Annual General Meeting.	Chapter Presidents and Interest Group Chairs
January 28, 2017	Chinese New Year	
February 2017	Meet to discuss nominations and other voting items for the AGM	Chapter Presidents and Interest Group Chairs
February 3, 2017	Deadline for Members' Voices	Chapter Presidents, Interest Group Chairs and BOD

Date	Activity	Who Participates?
Wednesday February 22, 2017 6 - 9 PM	Queen's Park Preparation Dinner Eaton Chelsea Toronto	BOD, Chapter Presidents, Interest Group Chairs and Policy Officers
Thursday February 23, 2017	15th Annual Queen's Park Day	BOD, Chapter Presidents, Interest Group Chairs and Policy Officers
February 23, 2017 6:00 – 9:00 PM	Chapter Presidents and Interest Group Chairs Dinner Meetings Eaton Chelsea Toronto	Chapter Presidents and Interest Group Chairs
February 24, 2017 8:30 – 4:00	Assembly Meeting (Policy and Political Action and Communication Focus)	BOD, Chapter Presidents, Interest Group Chairs and Policy and Communications Officers
Saturday February 25, 2017 8:30 - 4:30	Board of Directors Meeting RNAO Home Office	BOD
March 6, 2017	Deadline to provide names of Consultation Representatives from your group to the Annual General Meeting *individuals must register for themselves by signing into their myRNAO account and registering here: https://myrnao.ca/consultationregistration	Chapter Presidents and Interest Group Chairs
April 2017	Meet to discuss proposed resolutions, nominations and other voting items for the AGM	Chapter Presidents and Interest Group Chairs
April 11- 27 2017	One Member, One Vote All RNAO members can vote on Governance items and candidates to the Board of Directors by logging in at https://myrnao.ca/	All voting members
April 7, 2017	Members' Voices Due	BOD, Chapter Presidents, and Interest Group Chairs

Date	Activity	Who Participates?
April 10–18, 2017	Passover	
April 14 and April 16 2017	Good Friday and Easter Sunday	
Wednesday April 26, 2017 12:30 - 4:30 PM	Board of Directors Meeting RNAO Home Office	BOD
Thursday, April 27, 2017 8:30 - 3:30	Board of Directors Meeting Hilton Toronto	BOD
Thursday April 27, 2017 6:00 - 9:00 PM	Stakeholder Reception and Opening Ceremonies Hilton Toronto	All members are invited
April 28, 2017 8:00 - 4:00	RNAO's 92 nd Annual General Meeting, including Leadership Luncheon and President's Banquet and Awards Hilton Toronto	All members are invited
Saturday April 29, 2017	Interest Group Breakfast Meetings	Participating Interest Groups
Saturday April 29, 2017	Annual General Meeting Keynote	All members are invited
May 8-14 2017	Nursing Week	All
May 12, 2017	197th anniversary of Florence Nightingale's birth	

Date	Activity	Who Participates?
June 2017	Confirm membership fees for 2017-2018 with Membership RNAO Home Office CEdwards@RNAO.ca	Interest Group Chairs
May 27- June 25, 2017	Ramadan	
June 2017 TBC	International Council of Nurses	
July 2017	Plan for the upcoming year: Plan at least 2 communications to members and a minimum 1 meeting a year. You can use in-person meetings or audio or video conferencing.	Chapter Presidents and Interest Group Chairs
July 2017	Receive names and certificates for RNs Emeritus (40 years of membership) and Quarter Century Club Members (25 years of membership) Plan to recognize these members at an upcoming chapter event.	Chapter President and Chapter Membership Officer
Thursday July 13, 2017 5:30 - 8:00PM	Board of Directors Meeting RNAO Home Office	BOD
Friday July 14, 2017 8:30 - 4:30	Board of Directors Meeting RNAO Home Office	BOD
September 4, 2017	Members' Voices Due	Chapter Presidents, Interest Group Chairs and BOD
September 14, 2017 8:30 - 4:30	Board of Directors Meeting RNAO Home Office	BOD
September 15, 2017 8:30 - 4:30	Board of Directors Meeting RNAO Home Office	BOD

Date	Activity	Who Participates?
September 15, 2017 PM	Chapter Presidents and Interest Group Chairs Dinner Meetings Chelsea Hotel Toronto	Chapter Presidents and Interest Group Chairs
September 16, 2017 8:30 – 10:30 AM	Chapter Presidents and Interest Group Chairs Breakfast Meetings Hyatt Regency Toronto	Chapter Presidents and Interest Group Chairs
September 16, 2017 8:30 - 4:30 PM	Assembly (Membership Focus) at Chelsea Hotel Toronto	BOD, Chapter Presidents, Interest Chairs and Membership Officers
<i>September 20-22, 2017</i>	<i>Jewish New Year/Rosh Hashanah</i>	
<i>October 9, 2017</i>	<i>Canadian Thanksgiving</i>	
<i>September 29-30, 2017</i>	<i>Yom Kippur</i>	

About the Registered Nurses' Association of Ontario

Mission Statement, Values and ENDS

Our mission is to foster knowledge-based nursing practice, promote quality work environments, deliver excellence in professional development, and advance healthy public policy to improve health.

We promote the full participation of present and future registered nurses in improving health, and shaping and delivering health-care services.

Values

- We believe health is a resource for everyday living and health care is a universal human right.
- We respect human dignity and are committed to diversity, inclusivity, equity, social justice, democracy and voluntarism.
- We value leadership in all nursing roles across all sectors, in order to advance individual and collective health.
- Through collective leadership, we collaborate with nurses, government, organizations and the public to advance healthy public policy.

ENDs:

- Engage with registered nurses and nursing students to stimulate membership and promote the value of belonging to their professional organization.
- Advance the role and image of nurses as members of a vital, knowledge-driven, caring profession, and as significant contributors to health.
- Speak out on emerging issues that impact on nurses and the nursing profession, health and health care.
- Influence healthy public policy to positively impact the determinants of health, supporting Medicare and strengthening a publicly funded, not-for-profit health-care system.

RNAO's ENDS articulate the purpose and explain why the world is a better place because of the organization's work. The ENDS, like most decisions of the board, are expressed in the form of policies. The 'ENDs' policies do not state what the organization does but, instead, what good it achieves, for whom, and at what cost.

Board Policies (*Links are embedded for each document*):

[BR-2 Conflict of Interest](#)

[PG-5 Advertising](#)

[PG-6 Sponsorship](#)

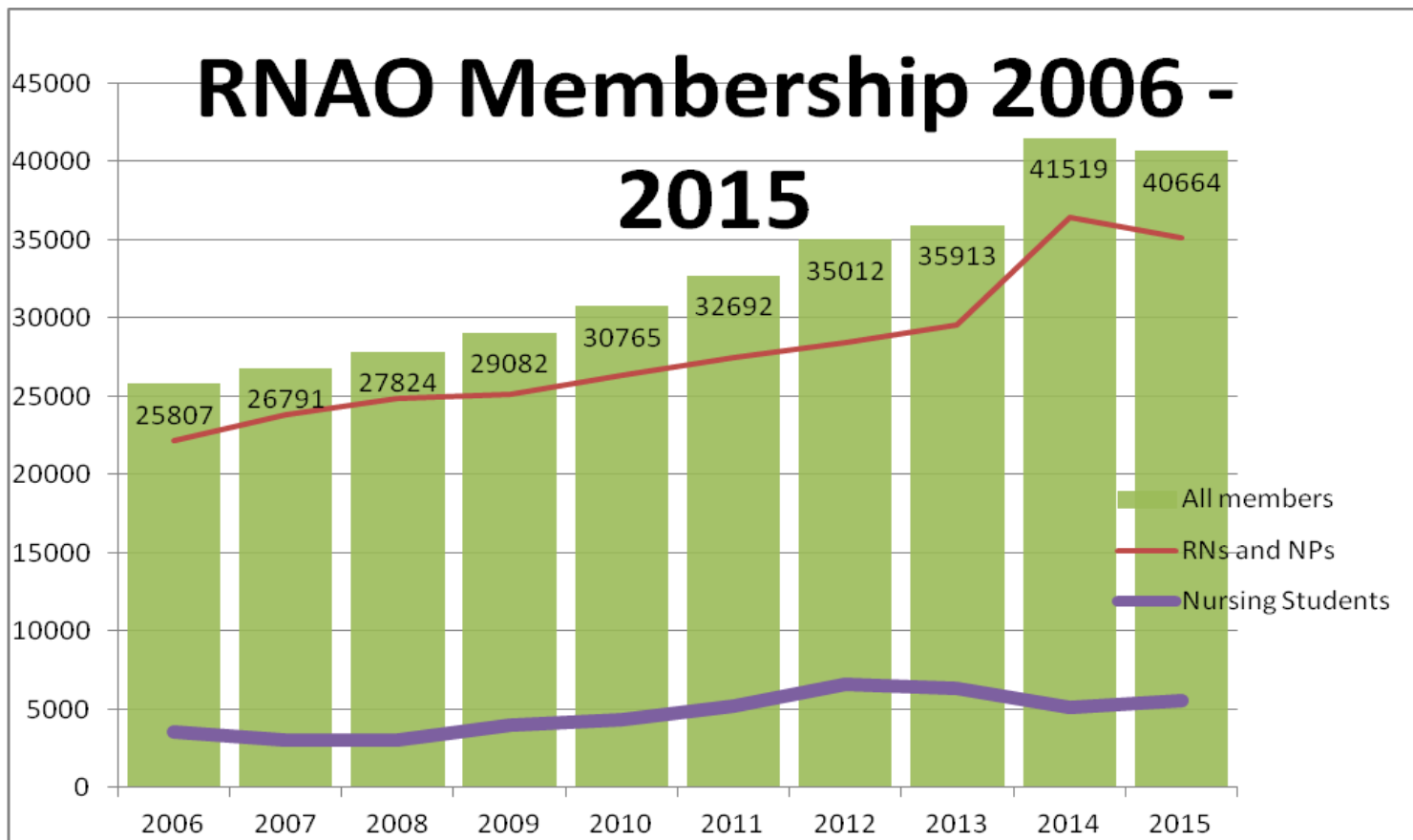
[PG-7 Support for Registered Nurses who are running for elected public office](#)

[PG-9 Code of Conduct](#)

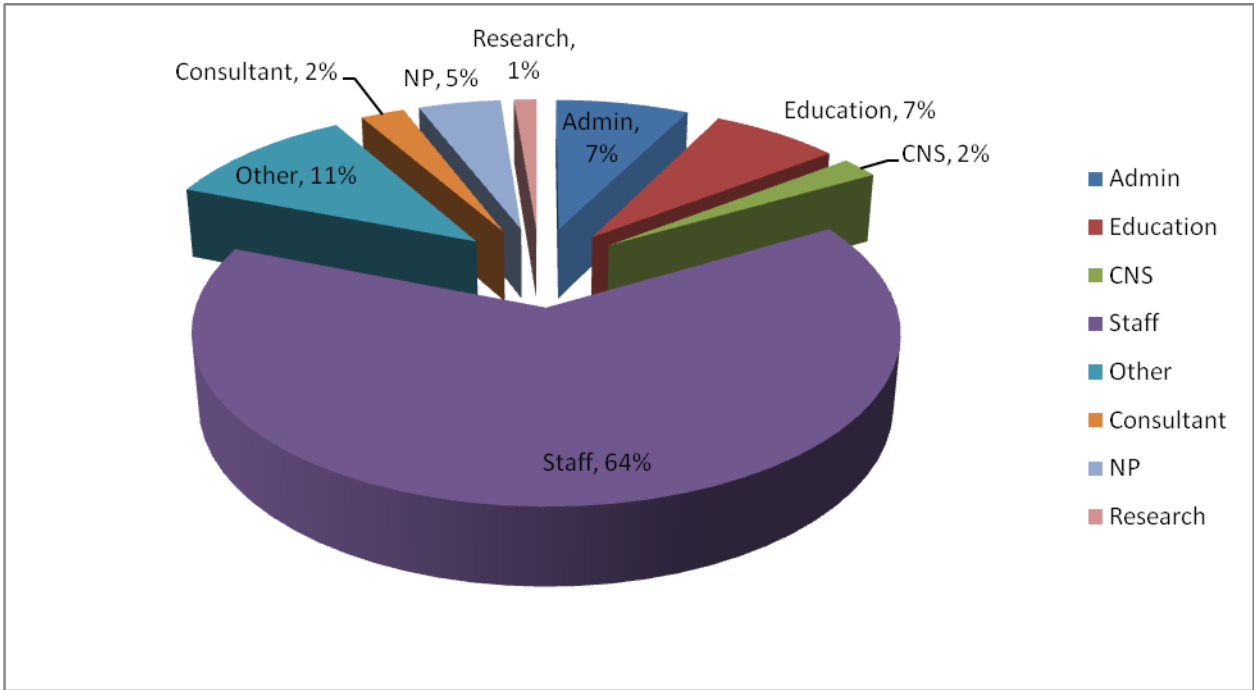
[PG10 Assembly Accountability](#)

About the Registered Nurses' Association of Ontario

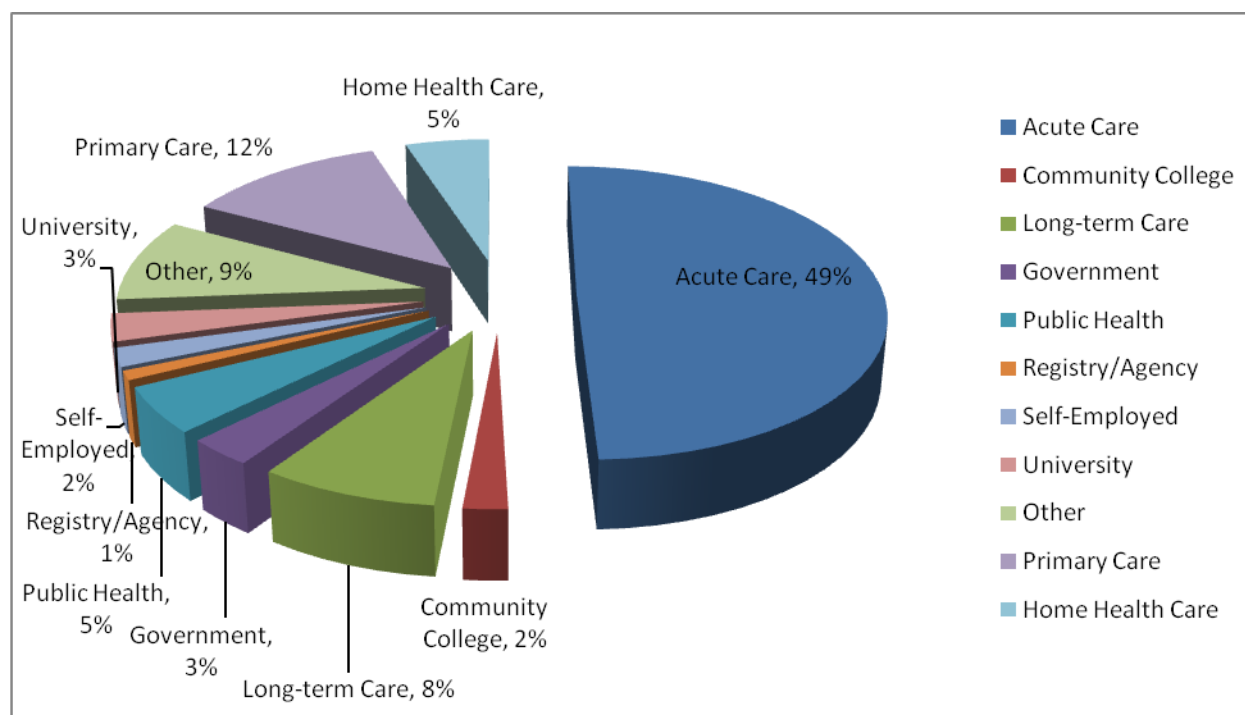
RNAO Membership Growth 2006 - 2015



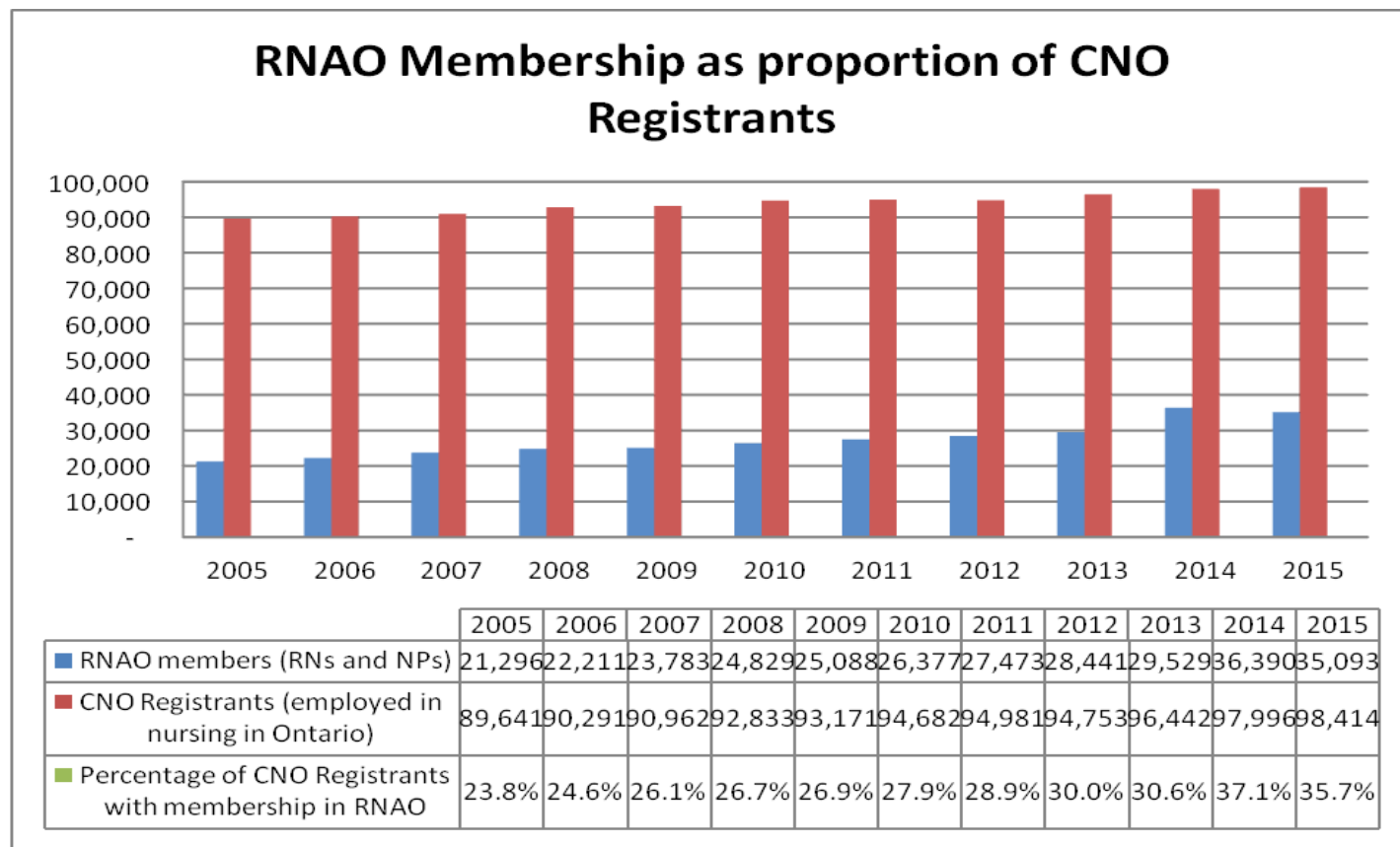
RNAO Membership by Employment Position, 2015

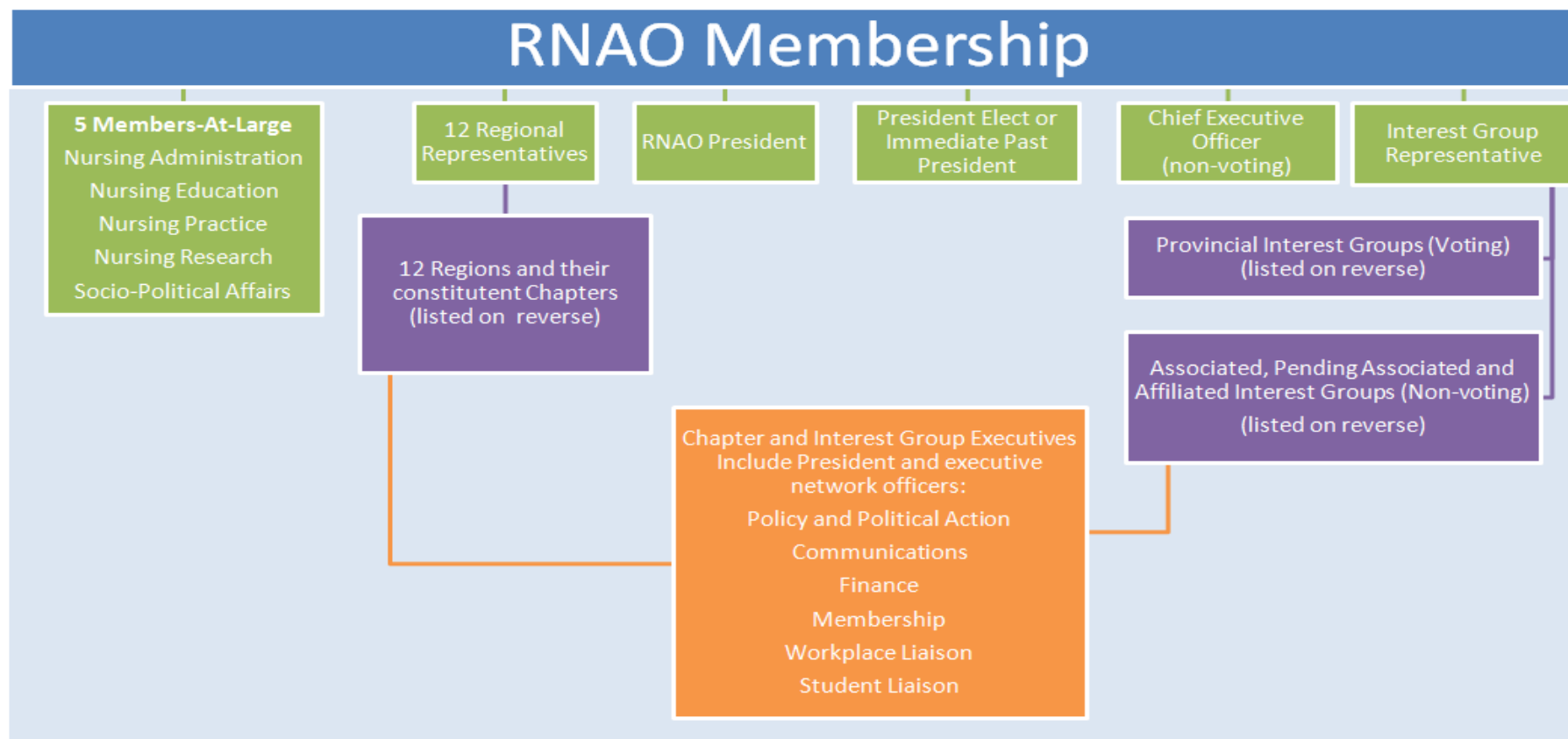


RNAO Members by Employer Type, 2015



RNAO Membership as a proportion of CNO Registrants 2006 – 2015





Members elect representatives to RNAO to direct the organization, both locally and province-wide. The RNAO Board of Directors, illustrated here in green, includes representatives from all geographical and practice areas and is the governing body of the association.

The RNAO Assembly, shown in purple, includes both the Board of Directors together with Chapter Presidents, Assembly Reps from Regions without Chapters, and Interest Group chairs.

The Assembly meets twice a year and receives Members' Voices reports about the work of all chapter and interest group executives, shown in orange.

Together the Board of Directors, the Assembly, and Chapter and Interest Group executives lead the association in speaking out for nursing and speaking out for health.

RNAO Provincial Interest Groups

- Clinical Nurse Specialists Association of Ontario (CNSAO)
- Community Health Nurses' Initiatives Group (CHNIG)
- Diabetes Nursing Interest Group (DNIG)
- Independent Practice Nurses Interest Group (IPNIG)
- International Nursing Interest Group (INIG)
- Maternal Child Nurses' Interest Group (MCNIG)
- Men in Nursing Interest Group (MINIG)
- Mental Health Nursing Interest Group (MHNIG)
- Nursing Leadership Network of Ontario (NLN.ON)
- Nursing Research Interest Group (NRIG)
- Nursing Students of Ontario (NSO)
- Occupational Health Nurses Interest Group (OHNIG)
- Ontario Campus Health Nursing Association (OCHNA)
- Ontario Association of Rehabilitation Nurses (OARN)
- Ontario Correctional Nurses' Interest Group (OCNIG)
- Ontario Nurses for the Environment Interest Group (ONEIG)
- Palliative Care Nurses Interest Group (PCNIG)
- Parish Nursing Interest Group (PNIG)

- Pediatric Nurses Interest Group (PedNIG)
- Provincial Nurse Educator Interest Group (PNEIG)
- Rainbow Nursing Interest Group (RNIG)
- RN First Assistant Interest Group (RNFA)
- Staff Nurse Interest Group (SNIG)
- Telepractice Nursing Interest Group (TPNIG)

Associated Interest Groups (Non-Voting)

- Complementary Therapies Nurses' Interest Group (CTNIG)
- Ontario Family Practice Nurses (OFPN)

Pending Associated Interest Groups (Non-Voting)

- Ontario PeriAnesthesia Nurses Association (OPANA)

Affiliated Groups (Non-Voting)

- Gerontological Nursing Association of Ontario (GNAO)
- Ontario Nursing Informatics Group (ONIG)
- Ontario Woundcare Interest Group (OntWIG)

RNAO Regions and Chapters

Region 1

Windsor-Essex

Chatham-Kent

Lambton

Region 2

Huron

Perth

Oxford

Middlesex-Elgin

Region 3

Brant-Haldimand-Norfolk

Hamilton

Niagara

Region 4

Peel

Halton

Waterloo

Wellington

Region 5

Grey-Bruce

South Simcoe

Muskoka-Huron-Parry Sound

Region 6 (Region without Chapters)

Toronto West

Region 7 (Region without Chapters)

Toronto East

Region 8

Durham Northumberland

Kawartha-Victoria

Quinte

Region 9

Champlain

Kingston

Lanark-Leeds-Grenville

Seaway

Region 10 (Region without Chapters)

Ottawa

Region 11

Nipissing

Kirkland Lake Temiskaming

Sudbury and District

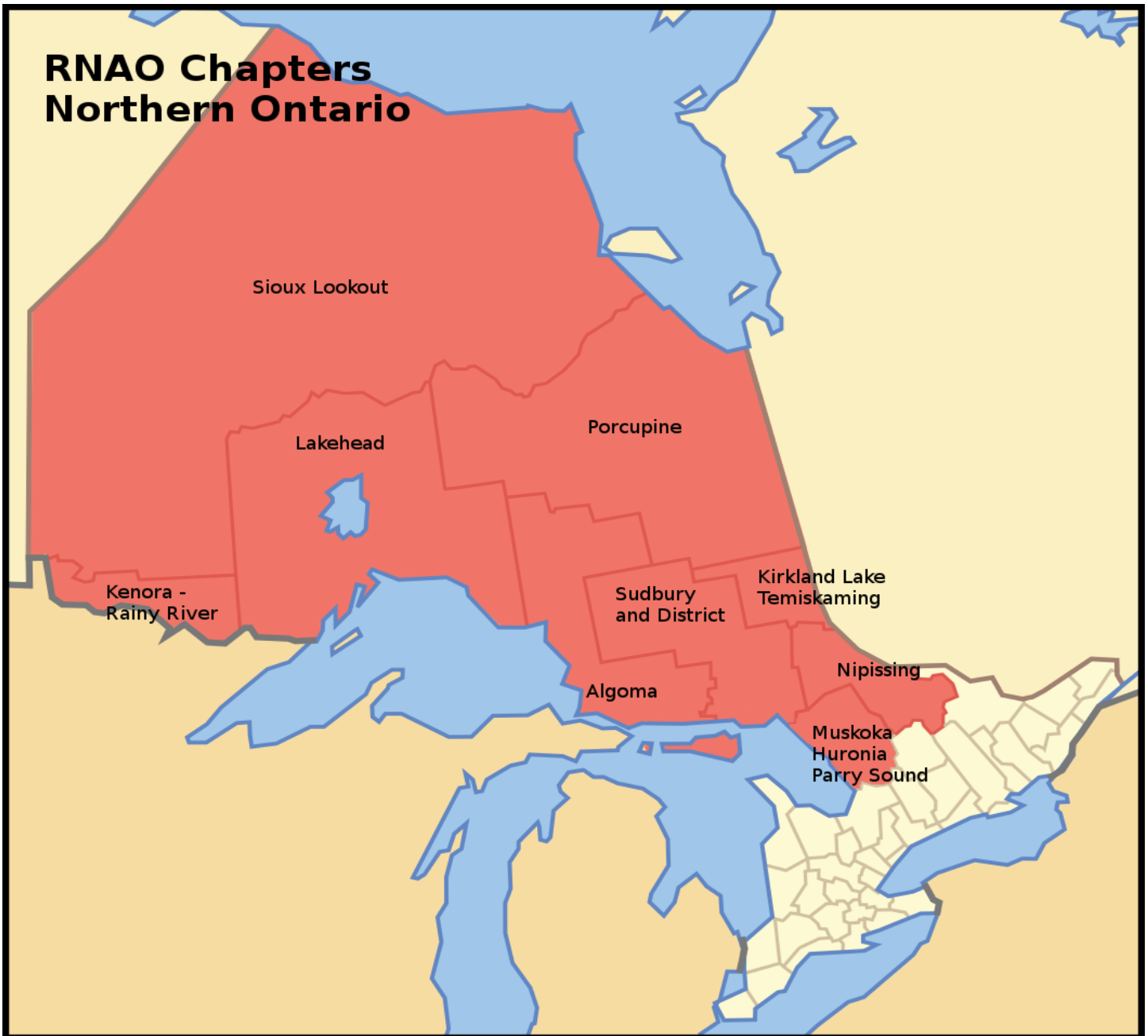
Region 12

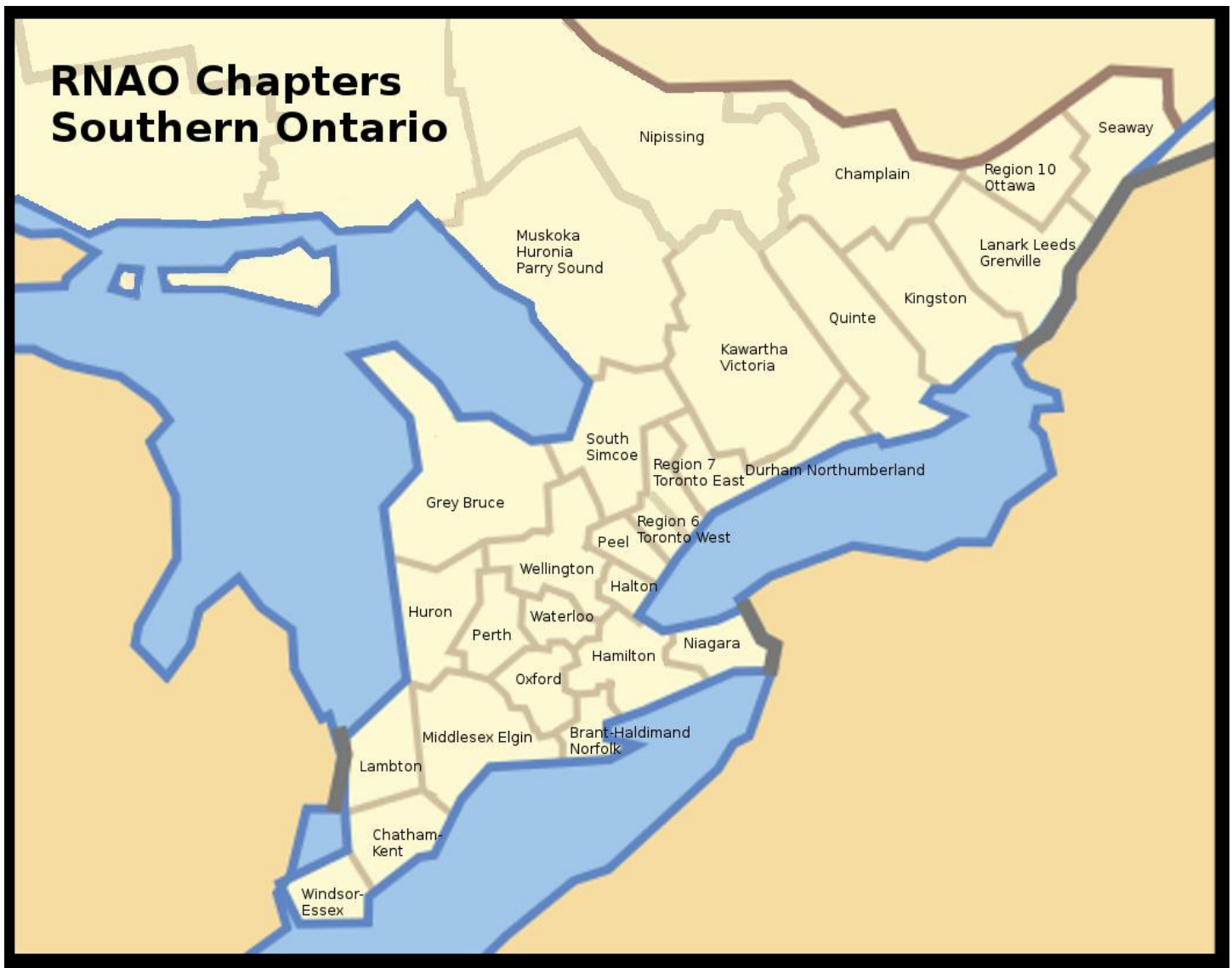
Kenora-Rainy River

Lakehead

Sioux Lookout

RNAO Chapters Northern Ontario





RNAO's Regional and Chapter boundaries are described more fully in RNAO's bylaws, section 3.0 Division into Regions. (note: the boundaries often follow existing regional and municipal boundaries).

Chapter websites are available at <http://chapters.rnao.ca>

About RNAO's Executive Network Structure

RNAO is led by Registered Nurses and nursing students across Ontario. To develop our leadership and support members to be involved in Speaking Out for Nursing and Speaking Out for Health, we have an Executive Network Structure. This structure pairs executive members on chapter and interest group executives with resources and support from Home Office. The executive roles included in this structure are:

- President
- Communications Executive Network Officer
- Finance Executive Network Officer
- IT and Social Media Executive Network Officer
- Membership Executive Network Officer
- Policy and Political Action Executive Network Officer
- Student Liaison
- Workplace Liaison Executive Network Officer (Chapters only)

For each of these positions, there is a designated resource person from Home Office. Some key responsibilities:

Communications

- Seek out and obtain media coverage
- Communicate with members

Finance

- Plan budget of income and expenses
- Maintain financial records

IT and Social Media

- Manage group's presence online

Membership

- Recruit new members and retain existing ones
- Know the members and be in touch with them

Policy and Political Action

- Connect with politicians
- Engage members in political issues affecting nurses

Student Liaison

- Connect students with the work of the group
- Bring student issues to the executive

Workplace Liaison

- Connect with Liaisons representing RNAO in nursing workplaces
- Connect the executive to workplace issues

President

- Provide guidance, motivation and help to all of the above roles, and lead the executive team
- Connect with Home Office to provide Members' Voices reports, participate in Assembly meetings
- Act as a public-facing contact representing the group

Executive Network Officer Roles in Brief

<p>Chapter President or Interest Group Chair</p> <p>Home Office Contact:</p> <p>Sarah Pendlebury spendlebury@rnao.ca ext 208</p>	<p>The central person in the executive acts as a crucial point of contact for Home Office and brings together the work of the whole team. Key responsibilities include:</p> <ul style="list-style-type: none"> • Organize and chair executive meetings • Produce Members' Voices reports to share the work of the group • Represent the group: <ul style="list-style-type: none"> - in public, - at RNAO meetings like the Assembly, Annual General Meeting, and the Annual Day at Queen's Park; and - in the media as needed - Recruit, mentor and support other executive members in their roles
<p>Communications Executive Network Officer</p> <p>Home Office Contact:</p> <p>Daniel Punch dpunch@rnao.ca ext 250</p>	<p>The Communications ENO is the hub of communications with the public and the media. As part of the executive team, this person:</p> <ul style="list-style-type: none"> • Edits the group newsletter • Writes media releases and opinion pieces (with the support of Home Office) • Monitors media and raises the profile and prestige of nurses • Takes photos and documents group events
<p>Finance Executive Network Officer</p> <p>Home Office Contact:</p> <p>Kumudhini Thavaraj kthavaraj@rnao.ca ext. 221</p>	<p>The Finance ENO provides the financial management for the executive team, and their duties include:</p> <ul style="list-style-type: none"> • create a budget each year, together with the rest of the executive • keep a bank account and records of the groups' revenue and spending • provide financial reporting to Home Office annually

<p>Membership Executive Network Officer</p> <p>Home Office Contact: Carrie Edwards cedwards@rnao.ca ext. 222</p>	<p>The Membership ENO is the person on the executive team concerned with recruiting and retaining members to the group. To this end they are engaged in:</p> <ul style="list-style-type: none"> • recruitment efforts for potential members; i.e. events, displays, email or regular mailings • engaging and encouraging existing members to get involved • recognizing great members by submitting nominations for RNAO Recognition Awards, together with the rest of the executive team • reaching out to former members to ask them to rejoin, either by email, letter, or by phone. • The Membership ENO may contact Home Office throughout the year to receive up-to-date membership lists.
<p>Policy & Political Action Executive Network Officer</p> <p>Home Office Contact: ext. 214</p>	<p>The Policy and Political Action executive member (PPAN) is the leader responsible for the group's advocacy efforts, and is the point person for political action activities. Their role includes:</p> <ul style="list-style-type: none"> • Meetings with politicians as part of Queen's Park Day and Queen's Park on the Road (QPoR) • Acting on and disseminating Action Alerts to members and engaging them on issues of concern to nurses and nursing students • Providing a strong voice for nursing during elections, by connecting with candidates and organizing health-care all-candidates debates.
<p>Social Media and Information Technology Executive Network Officer</p> <p>Home Office Contact: Neil Halper nhalper@rnao.ca ext. 274</p>	<p>This new position is the point person for the group's profile online.</p> <p>As part of the executive team, their responsibilities can include:</p> <ul style="list-style-type: none"> • Managing the groups social media presence – on Twitter, Facebook and/or LinkedIn. • Updating your group's page: <ul style="list-style-type: none"> - http://chapters.rnao.ca for Chapters - http://rnao.ca/connect/interest-groups or freestanding sites for Interest Groups <p>Working closely with the communications ENO, the social media person reaches out to members and engages them in the goals and the work of your group online.</p>

<p>Student Liaison</p> <p>Home Office Contact:</p> <p>David McChesney</p> <p>dmcchesney@rnao.ca</p> <p>ext. 201</p>	<p>The student liaison is an associate of RNAO who provides the student perspective to the executive. They are charged with connecting to the nursing student community, doing outreach and encouraging other students to join and get involved in the group activities.</p>
<p>Workplace Liaison Executive Network Officer</p> <p>Home Office Contact:</p> <p>Patti Hogg</p> <p>phogg@rnao.ca</p>	<p>This role is exclusive to chapters and regions without chapters, due to its geographical focus.</p> <p>As a member of the executive, the Workplace Liaison ENO is responsible for connecting with workplaces and with workplace liaisons in their area.</p> <p>They bring the interests of nurses at work to the executive and help to recruit new individual workplace liaisons in nursing workplaces when needed.</p>

Chapter President or Interest Group Chair

As the leader of your group, you will be in frequent contact with Home Office and the rest of the executive, and will guide the other executive member in their duties. In this section we'll talk about a few of the key areas of your work, including Members' Voices reporting, hosting productive meetings and recognizing excellence in the nursing community through nominations for RNAO Recognition Awards.

The most responsible person from each group is asked to participate at Assembly meetings (2 – February and September), and at RNAO's Annual General Meeting. Although you are giving your time, most expenses to attend can be reimbursed and this section includes the reimbursement policy for expenses associated with attending these meetings.

In order to stay on top of your role, please review the calendar of events presented at the beginning of the Leadership Manual. You will also need to take time to review your emails at least weekly – notices of meetings, teleconferences, accommodation deadlines and important updates are all sent by email and will require your attention and response.

Where to get support and answers about what to do:

- from others on your executive team
- this Leadership Manual
- online at MyRNAO.ca/volunteer leaders
- your Home Office contact (*see pages 21-23*)

Hosting Productive Meetings – Sample Agenda

Your group will want to hold at least two membership meetings per year, as well as more frequent executive meetings. Executive meetings can be face-to-face or by teleconference or videoconference, depending on the needs of your group.

A productive meeting needs an agenda ahead of time, and this can include:

- Call to order
- Roll Call or introductions of those participating
- Approving agenda as presented
- Approving minutes from any previous meeting
- Reports from executive network officers, including:
 - President or Chair
 - Communications
 - Finance
 - Membership
 - Policy and Political Action
 - Social Media and Information Technology
 - Student Liaison
 - Workplace Liaison (if applicable)
- Business from the previous meeting
- New Business (if any)
- Announcements
- Next Meeting Date
- Adjournment

Agenda items can be added or removed depending on the work of your group and the purpose of the meeting.

Developing and circulating an agenda ahead of time helps all participants to get ready to participate in the meeting. Some executive members may need guidance to prepare their report back to the group.

When developing your agenda and chairing, allow for enough time for each item, and try to start off with the 'easiest' items that can be dealt with quickly and without controversy, in order to set a positive tone.

Chairing a meeting is a learned skill, and an important part of your leadership development. Be conscious of trying to keep discussion productive, focused on the agenda, and encourage everyone present to participate.

Minutes of the meeting are important as a record of what was decided by the group, and should include the date and time of the meeting, the participants, record of discussions, and the key action items – and who is responsible for each action. Meeting minutes can be filed with Home Office by email, where they will be saved and backed up.

Recognizing Excellence: RNAO Recognition Awards

The RNAO Recognition Awards are presented annually to recognize individuals and groups that make significant contributions to RNAO's mandate: Speaking Out for Nursing, Speaking Out for Health.

The awards acknowledge contributions made by volunteers and long-time members within the association. They also foster excellence in the nursing profession and promote the profession to the public by highlighting the best of nursing practice, education, research, administration and policy. While most recognize individuals, there are also awards for Chapters, Interest Groups, nursing schools and workplaces.

Current award categories are:

- Leadership Award in Nursing Administration
- Leadership Award in Nursing Education (Academic)
- Leadership Award in Nursing Education (Staff Development)
- Leadership Award in Nursing Research
- Leadership Award in Political Action
- Leadership Award in BPG Implementation
- Chapter of the Year Award
- Interest Group of the Year Award
- RNAO Promotion in a Nursing Program Award (*recognizes a nursing school*)
- Leadership Award in Student Mentorship
- Student of Distinction Award
- Lifetime Achievement Award (formerly Honorary Life Member)
- Honoured Friend of Nursing (formerly Honorary Member)
- Award of Merit
- RNAO in the Workplace Award (*recognizes an organization that employs nurses*)
- Workplace Liaison Award
- HUB Fellowship
- President's Award for Leadership in Clinical Nursing Practice

Nominations are done annually, opening in November with a deadline in January, and the awards are presented at the Annual General Meeting in the spring. To learn more about past winners or to download a nomination form, visit <http://rnao.ca/about/awards/recognition-awards>

Putting together a letter describing why a fellow member is worthy of recognition can be a wonderful opportunity to celebrate a fellow nurse, reflect on the work you do, and to enrich your profession.

Members' Voices Reporting

Assembly members are required to report back to RNAO as a whole, on their work several times a year. This takes the form of Members' Voices reports, and these reports are required for Home Office to release the groups' funding.

According to our policies, Assembly members shall not fail to:

Report to RNAO's [Finance Department] by November 1st of each year, the fulfillment of RNAO Policies 7.03(1)(c) and 8.02(1)(c) related to a minimum of two communications and one membership meeting (face-to-face, audio or video conferencing) per year with all members. **No funding will be transferred to those who have not reported.** Non-compliance with these requirements by April 1st will result in withholding the full transfer of membership funds from RNAO to the deficient Chapter, Region without a Chapter or Interest Group.

Your Members' Voices report on the work of your group is organized according to which ENDs it advances.

Be aware of the **reporting period** for which you are reporting!

To learn more about the ENDs, please see "About the RNAO" section at the beginning of this manual, or visit <http://rnao.ca/about/mission>

Members' Voices reports can be completed online by following this link: <https://myrnao.ca/MembersVoices>

Any questions regarding these reports should be directed to Sarah Pendlebury, spendlebury@rnao.ca

Please note that this report may be made available to members through MyRNAO.ca

Please make sure you obtain permission from individuals you name in your report.

Members' Voices Report

Example Members' Voices Template (please note all Members' Voices submissions must be made online)

Members' Voices for: Date range for the reporting period in question

SUBMITTED BY: Your name and position, and name of your interest group or chapter (or Region without chapters)

END: Engage with registered nurses and nursing students to stimulate membership and promote the value of belonging to their professional organization.

Please report on the activity of the chapter or interest group in engaging with RNs and students. Please share any member services activities that you provided during this reporting period: include workshops, meetings, newsletters or other communications. Please also share any recruitment and retention activities that you provided during this reporting period.

END: RNAO advances the role and image of nurses as members of a vital, knowledge-driven, caring profession, and as significant contributors to health.

Please report on any interaction or communication with media during the reporting period.

END: RNAO speaks out on emerging issues that impact on nurses and the nursing profession, health and health care.

What issues are members raising in your area?

END: RNAO influences healthy public policy to positively impact the determinants of health, supporting Medicare and strengthening a publicly funded, not-for-profit health-care system.

Please share the political activity that you undertook during the reporting period and please include visits to MPPs (or a forthcoming scheduled meeting with an MPP (please identify the names of MPPs, for tracking purposes at home office), Action Alerts, Letter Responses, etc. Please specify.

OTHER:

Any other information to share

In accordance with RNAO's Board Policies, Interest Groups are required to serve their members via regular communication among the group. Activities include a minimum of two communications (letters/emails/phone calls/newsletters) to all members of the interest group per year, and a minimum of one membership meeting (face-to-face, audio or video-conference) per year.

Kindly complete the following chart describing in brief your Interest Groups' accomplishments for the year November 1 through October 31.

	Date	Description/Attendance
Communication # 1		
Communication # 2		
Meeting		

Reimbursement policy for Board and Assembly Meetings

The association will reimburse eligible expenses associated with participating in Board of Directors meetings, Assembly meetings, and Annual General Meetings.

Request for reimbursement must be made on the standard RNAO expense report, within 30 days of a meeting. Please attach all receipts for audit purposes.

What expense is eligible?

https://myrnao.ca/sites/myrnao/files/related-documents/Guidelines-General%20Expense%20Reimbursement%20as%20at%20Dec%2014%2009_0.pdf

Board of Directors – board member participants can be reimbursed for:

- Accommodation – a standard single hotel room for up to 3 nights where required.
- Travel – most economical
- Meals – daily maximum \$45, and only where a meal is not provided

Chapter President or Interest Group Chair

- Accommodation – a shared standard hotel room for maximum one [1] night – where required / or up to two [2] nights for the combined Assembly meeting and Annual Day at Queen's Park
- Travel – most economical
- Meals – one day, maximum \$45, and only where a meal is not provided

Executive Network Officer (ENO)

One ENO or their alternate from a Chapter or Interest Group Executive

- Accommodation – a shared standard hotel room for maximum one [1] night – where required
- Travel – most economical
- Meals – one day, maximum \$45, and only where a meal is not provided

For mentoring or succession planning purposes, guests are welcome to attend IG Chairs and Chapter Presidents meetings as observers. However, their expenses are not covered by Home Office.

Ineligible Expenses

- Salary replacement and/or loss of salary are non-allowable expenses, as per the Board of Directors Policy.
- Movies, alcohol, day care, travel cancellation insurance and items of a personal nature are non-allowable.
- Any claim for reimbursement to attend an individual Interest Group Meeting must be made directly to the Interest Group.

RNAO Executive Office reviews and approves all expense reports and reserves the right to disallow unreasonable/ineligible requests.

Long Service Awards: Quarter Century Club and RN Emeritus

Once a year Chapters are given a special opportunity to recognize long-serving members.

As Chapter President, you will receive a package with special lapel pins to bestow upon those who have been regular members of the association. After 25 years, members receive admission into the **Quarter Century Club** and receive a pin and commemorative certificate, while after 40 years, members achieve the status of **RN Emeritus** and are recognized with a pin, a commemorative certificate and complimentary membership.

During the next chapter meeting you are asked to present these pins and celebrate the contribution these members have made to our profession. Recipients often find it very meaningful to receive these honours from their Chapter in the company of their peers.

The Membership team at Home Office also notify members that they have received these awards by mailing them a letter directly, along with a permanent membership card for RN Emeriti.

If you have questions about these awards, please contact Bertha Rodrigues at brodrigues@RNAO.ca or 1-800-268-7199 ext. 212, or 416-599-1925 ext. 212.

Communications Executive Network Officer

As an Executive Network Officer for Communications, you help to spread the word about the Association and your colleagues in nursing. Your efforts to reach out to engage the media and promote chapter or interest group events will go a long way towards ensuring nurses' voices are heard.

The volunteer area of MyRNAO has up to date information about your role, and if you have any questions, please do not hesitate to contact your Home Office resource, Daniel Punch. He can be reached at 416-408-5606 or dpunch@RNAO.ca.

A few of the tools to assist you in getting the word out:

A Guide to the Communications Executive Network Officer Role

This document will help you feel more acquainted with your role.

Creating Great Newsletters

These resources are to help you craft the perfect newsletter. Download our Newsletter Guide and Newsletter template (MS Word).

Make Your Voice Heard

Read all about it! The March/April 2011 issue of the *Registered Nurse Journal* contains all kinds of tidbits to help you use the media to communicate your message.

Mass Email Policy

A brief overview of what emails can be distributed to your members via Home Office.

Media Advisory Template

Use this template as a guide when crafting media advisories. When you're ready to issue the advisory to your local media, don't forget to ask Melissa Di Costanzo for a current list of media contacts in your area.

Quick Tips for Better Writing

This presentation, originally developed for Home Office staff, offers some tips and tricks for writing in the RNAO style, following the Canadian Press style guidelines.

Release Form for Photography and Video Recording

RNAO Logo Guide

Slides from “The ABCs of a Good Photograph”

Speaking Out: RNAO's Media Relations Toolkit

This toolkit will help you:

- Create a successful media relations strategy
- Make contact with reporters
- Conduct a successful interview
- Determine what kinds of news items appeal to the media
- Distinguish between media advisories and media releases
- Prepare a media advisory or release or letter to the editor



Media Awards

Each year, RNAO members honour and celebrate outstanding journalism that contributes to a better understanding of nurses and the challenges and triumphs of working in today's health-care system.

Over the past 15 years, the association has received entries from media outlets across Ontario. Winning entries include, but are not limited to: Ottawa Citizen, The Globe and Mail, Woodstock Sentinel-Review, Burlington Post, Watershed Magazine, Today's Parent, CBC Radio's The Current, CTV National News, Global Television.

Submissions and categories

Journalists are encouraged to submit their own work. RNAO members are also invited to nominate journalists.

Stories are judged on content, writing, analysis, creativity, human interest and community impact by an independent, volunteer panel of judges.

Categories are announced in early fall of each year; categories include daily newspaper, community newspaper, magazine, radio and television.

Deadlines and criteria

The competition opens in fall of each year. The deadline for entries is typically at the end of January.

Submissions must be published between January 1 and December 31 of the year of the competition.

General criteria for each entry are as follows:

- Entries must have been published or broadcast in Ontario.
- There is a limit of one entry per person.
- Trade publications, textbooks, or video/audio productions intended for health-care practitioners or audiences are not eligible.
- Materials prepared by RNAO staff or staff of health-related associations are ineligible.
- Information in your application could be used by RNAO when publicizing the awards competition.
- Submissions will not be returned.
- There is no entry fee.
- A 250-word (maximum) letter accompanying each entry must be submitted, explaining why the story should receive an award. An entry form must also accompany the submission; this is usually made available when the competition opens, in early fall.

Entries are to be directed to the Communications Department of RNAO: 158 Pearl Street, Toronto, ON, M5H 1L3.

Winners are announced in early spring, and are honoured at the association's Annual General Meeting, which regularly takes place in either April, or early May.

For more information, visit <http://rnao.ca/about/awards/media-excellence> or contact Daniel Punch by calling 1-800-268-7199, ext. 250.

Finance Executive Network Officer

As Finance Executive Network Officer, your key responsibilities include:

- budgeting for your group's fiscal year (usually November 1 – October 31);
- keeping records of all monies received and expended;
- safekeeping the group's funds
- signing cheques for group expenses together with another authorized member of the executive
- report the group's finances to the rest of the executive at regular meetings
- Report your group's activities and balance sheet annually to Home Office (*No chapter funding is released until appropriate financial reporting has been submitted to RNAO*)

Your Home Office contact, Kumudhini Thavaraj, is available as a resource for any questions you might have about budgeting, reporting, tax issues, investing, etc. There are also a series of documents and templates available for you at <https://myrnao.ca/content/finance-eno-information> (login required).

Funding for your group is provided through a Refund Account. This account has three purposes:

- To allow the region or chapter or interest group to provide services to members, such as communication, open forums to discuss nursing issues and educational sessions to promote professional growth
- To allow the chapter to promote activities which would increase the involvement and interest of members
- To allow chapters to initiate activity which would recruit new members

Guidelines for Use of the Refund Account

- The refund account covers all operating expenses of the group as approved by the executive committee and ratified by a general meeting of the members.
- Affiliation fees related to other organizations may be a refund account expenditure.
- Association funds that come mostly from membership fees should not be used for donations or gifts to other organizations.
- Whenever possible, the provincial policy of financing conferences and workshops will apply to chapter and interest group conferences and workshops; namely that they be self-supporting. An additional practice has been to charge RNAO members a registration fee that is less than the fee charged non-members.
- Contributions may be made toward the expenses of an official delegate to attend educational workshops and CNA Annual Meetings, providing a motion of the chapter executive committee approves such attendance.

Things to Remember

- Chapter fiscal year runs **November 1 to October 31**, concurrent with Home Office membership year.
- Home Office advances funds to the chapters each year based on the number of members in each chapter. The first advance is sent approximately mid-January based on memberships recorded at that time; the balance (if any) of funding is sent by mid-October. No chapter funding is released until appropriate financial reporting has been submitted to RNAO.

- Maintain a separate bank account for group funds. We suggest a chequing account with BOTH the Finance Officer and President designated as the signing officers. Signing officers (we always recommend **two**) must be RNAO members in good standing.
- Record expenditures in the logbook (record of expenses) provided by Home Office early in the membership year or in spreadsheet format on computer or simple ledger paper.
- At the end of the year, send the logbook or other form of record keeping back to Home Office, as it is required for audit purposes.
- All annual expenditures are to be recorded and receipts are to be kept. The record of expenses is to be returned to the Director of Finance and Administration at Home Office not later than November 15 each year.

Budgeting

Budgeting for Chapter and Interest Group activities is no different from setting budgets in your other areas of professional or personal activities. A budget is a reasonable estimate of the expected revenue and expenses for the year. The following guidelines will assist you and your executive to prepare a budget for each year's activities.

- The Executive should give thought and discussion to the types of activities you want to accomplish over the year.
- Activities that are of interest to current and potential members will increase recruitment and retention and increase your financial resources – in turn generating additional resources to serve your local members even more!
- The chapter fiscal year runs concurrently with RNAO – November 1 to October 31. Some interest groups have previously established year ends that are different from RNAO. Either is fine, however we suggest that new groups establish a fiscal year end concurrent with RNAO.
- Once you set the year's budget, stick to it! Sticking to the budget may mean making hard decisions. Unless revenue generated is more than anticipated you may have to say no to some projects if the money is not there. Chapters can apply for additional support for activities through the Regional Development Fund.
- If you deviate from the original budget, you should be able to justify your decision. For example, if revenue is higher than expected you may be able to send an extra newsletter. Or, if an expense comes in lower than originally budgeted, you may redirect the windfall to another project.
- Consider how much money is left over from last year and the timing of funding received from RNAO – first advance comes from RNAO in December or January due to our books being "open" for audit purposes.
- Revenue – consider all sources of revenue – including chapter funding, interest group fees and events.
- Chapter fees are arrived at by multiplying last year's total membership by the current funding allotted to chapters (presently \$2.00 per member). An additional \$4.00 per member is available by applying to the Regional Development Fund.
- Interest group fees are collected and remitted in full to interest groups. RNAO does not withhold, nor collect any administration fee for collecting and remitting interest group fees.
- Expenses are usually easier to quantify, but some research is required. For newsletters consider printing costs. Use last year's costs if similar work is being done; or ask your printer for an estimate if you will be doing something different.

Postage is a big expense and you need to consider size and weight of the packages being mailed, and the size and frequency of the mailing. More and more, chapters and interest groups are using online newsletters and updates. Frequent updates by e-mail allow members to “feel connected” and this contributes to retention and consequently to you having more funds to invest in retention and recruitment activities.

- Try to get the budget for the largest expenditures accurate and make a best “guesstimate” about the smaller expenses.
- If you realistically project revenue and then get the three or four largest expenditures fairly accurate, you should have no trouble coming in on budget.

Bookkeeping

- RNAO by-laws require Chapters and Interest Groups to submit their financial records to the Finance Department at Home Office annually (by November 30), and also, when asked to do so. Diligent record-keeping ensures integrity of the funds and provides a reliable picture of how money is received and spent. The following guidelines will assist you and your executive to prepare accurate financial records.
- Bookkeeping records can be kept on ledger paper, in a manual cash disbursements journal, in computerized spread sheets or computerized accounting software.
- The books should be posted for each separate fiscal year – November 1 to October 31, or the interest group’s established fiscal year.
- The absolute minimum requirement is to keep the monthly bank statements neat and organized with cancelled cheques attached to the statement. If a passbook is kept for some bank accounts, it should be updated regularly.
- Some interest groups with larger budgets have engaged outside accountants to prepare their accounting records and produce an annual financial statement. The cost for this service will vary.
- The most simple way to post the books is to record the transactions from the bank statements into some form of cash receipts and disbursements journal or spread sheet. This can be done every few months or even once a year. Although, the executive committee will likely want to know where money has been spent more often than once per year.
- Once the banking activity has been transcribed onto the receipts and disbursements ledger, it’s easy to periodically add up the columns to give a picture of how much money has been received and what categories it has been spent on.
- Receipts for expenditures should be kept neat and organized, either into the month spent or by category.
- Term deposits and GIC’s can be invested for a duration most suitable to the chapter or interest group activities. We recommend that investments be held in conservative, good quality instruments, avoiding high-risk investments.
- Final copy of receipts and disbursements ledger should be sent to Home Office soon after the year end or upon request.

Regional Development Funding for Chapters

The Finance Committee of the Board of Directors will be pleased to receive your Chapter/Region without Chapter's application for Regional Development Funding. In addition to the basic funding of \$2.00 per member, Chapters/Regions without Chapters may apply for extra funding up to \$4.00 per member for local initiatives. Please keep these guidelines in mind when developing your project:

Initiatives should address issues in the RNAO strategic and operational plan:

- Political action, membership recruiting, partnerships and visibility of RNAO
- Events should not conflict with date/time/location of major RNAO events (like the RNAO AGM)
- Fiscal responsibility – a sound budget should be prepared for the project
- Consider whether money you already have on hand is being used to its full potential
- Have fun!

For questions or help contact:

Nancy Campbell, Director of Finance & Administration

RNAO Home Office, 158 Pearl St. Toronto Ontario M5H 1L3

1-800-268-7199 extension 229

ncampbell@RNAO.ca

fax (416) 599-1925 or 1 (888) 881-9782

Application for Regional Development Funds

(A template of this application form is available for download from MyRNAO.ca)

- Requests for funds should consider RNAO's ENDS.
- Please complete this application, describing the nature of the proposed project using the following guidelines and budget form.
- A complete report and evaluation of the project must be submitted to the Director of Finance within one month of the completion of the project or by the end of the fiscal year (October 31). Your report must specify any money generated by the project, the total amount spent and the net surplus or loss from the project.
- The Finance Committee will consider applications in order of receipt at Home Office and reserves the right to request more information about the project or to decline the request. The chapter will be advised in writing if the request is declined.

Chapter/Region _____

Contact _____

RNAO # _____

Phone # _____ Fax # _____

Describe the nature of the project giving details about what activities will be undertaken:

Date of the event _____

What is the goal of the project? _____

What measurable indicators will demonstrate your chapter has progressed to its goal?

Who is the target group? _____

What is expected attendance? _____

How will you promote the project? _____

What media coverage is planned? _____

- If your event involves RNAO staff, please consult staff prior to submission of this application.
- Consult with RNAO Director of Communications if media coverage is desired or anticipated.

Describe how the project will address the RNAO's ENDS, including political action initiatives, membership recruiting and retention, partnerships, visibility of RNAO and education activities

You may apply for funding to sponsor a member from your area to attend an RNAO Assembly Meeting. This funding is designated for a member, in addition to the president, who is interested in the Assembly from a mentoring perspective.

- Is this application to sponsor a member to attend the Assembly? Yes / No

Applies to February _____ OR September _____ (check one)

- Funding: Maximum funding available is \$4.00 per member in addition to basic chapter funding.
- What is total current amount of cash on hand from all bank accounts? _____
- What is the amount of this request? _____
- Who is funding [any] speaker expenses? _____

Detailed Budget

Details of Expenses	Amount
Transportation	
Accommodation	
Printing	
Postage/Courier	
Program Materials	
Long Distance	
A/V Equipment	
Location Rental	
Catering Food & Beverage	
Other	
Honorarium	
Total Budgeted Cost of Project	
INCOME	Amount
Funds from other sources	
Projected income from ticket sales	
Amount Requested from Fund	

Office Use:

Current Chapter Membership:	
Amount Approved:	
Date Approved:	

Membership Executive Network Officer

As an Executive Network Officer for Membership & Services, you help represent and grow your group at the provincial level and provide information and connections to your own members.

Your Membership ENO Manual

Check out your full Membership ENO Manual for all the resources you'll need to become an expert in recruiting and retaining members.

Legal Supports

To help you understand the legal programs available to members, check out 'What's the Difference?' A comparison of legal supports for nurses, specifically CNPS Liability Protection, LAP and ONA's LEAP. You can also access the slides from RNAO's presentation about the College of Nurses of Ontario's requirement for all nurses to have Professional Liability Protection, and how RNAO's programs meet and exceed those requirements.

Contacting Your Members

Home Office can provide assistance with sending postal mail if necessary, check out Home Office Mailing Services for a review of the costs. Email is also a great option to contact members, read our Mass Email Policy for a brief overview of what emails can be distributed to your members via Home Office.

We will ask you to submit a completed Permanent Confidentiality Agreement for executive members in order to get access to your members' information.

Recruitment Rewards

Those who recruit are rewarded under RNAO's Recruitment Rewards program.

When you "Get 7" and recruit 7 new Registered Nurses to join RNAO, you receive your RNAO membership **free** for the next year!

For every RN you sign up as a new RNAO member, earn a \$20 RNAO gift certificate. For every undergraduate nursing student you recruit, earn \$5. These gift certificates are sent each the summer for redemption when you renew your membership. Gift certificates can be used towards your membership fees or for registration for RNAO conferences and workshops.

We need to know who you recruit to send recruitment rewards, so make sure new members include your name on their membership application. Including your RNAO membership number is the surest way to make sure you get credit for bringing them onboard! MyRNAO has the option of printing membership forms personalized with your name and number or you can use this form to email a friend and ask them to join.

In order to qualify, the people you recruit must be new – that is not an RNAO member or associate in the past four years. To get a complimentary membership, you need to recruit 7 Registered Nurse members and associates like nursing students or Friends cannot count towards this total.

Policy and Political Action Executive Network Officer

When nurses speak out on nursing, health, social and environmental issues, they do so for patients, their family, their friends and themselves. Every day, registered nurses and nurse practitioners see the impact that health public policy can have on their lives of their patients. We express our frustration about inefficient or outdated policies and voice our concerns about failings in the health system, but what can we do about it? Who makes these policies in the first place? If these questions intrigue you, the position of an RNAO Policy and Political Action ENO might be right for you.

Policy and Political Action Executive Network Officers lead RNAO's efforts to speak out on nursing, health and social and environmental determinants of health issues. RNAO believes registered nurses and nurse practitioners are well-positioned to advocate because they have the skills, expertise and experience to understand what the problems are and to recognize what needs to be done. Most importantly, registered nurses and nurse practitioners have a high level of credibility and trust with the public and can be relied upon to promote healthy public policy changes.

Our policy and political action ENOs are actively involved in political engagement with elected officials to bring about policy changes. On an annual basis, they have 3 opportunities to meet directly with their MPPs-over breakfast in the Legislative Dining Room for our Queen's Park Day in February; in their practice setting in May for our Take Your MPP to Work™ event; or the MPP's riding office for Queen's Park on the Road in the fall. Each time, our ENOs share their stories about priority nursing, health, poverty and environmental concerns and provide key recommendations on what needs to be done to bring about positive change.

Our Policy and Political Action Executive ENO manual describes the roles and responsibilities of this position in greater detail. It also outlines what support is provided by Home Office to those members who take on this role. A calendar of political engagement activities and the schedule of regular teleconference calls between the ENOs and staff in the Nursing and Health Policy department, is also attached.

For further information, or to obtain your copy of the manual, please contact Shelley Martel, Nursing and Health Policy Coordinator at 416-408-5613 or at 1-800-268-7199 x 214. She can also be reached by email at smartel@rnao.ca

Student Liaisons

Student liaisons are undergraduate nursing students playing a leadership role within RNAO. Many students, especially those in first year, are unfamiliar with the multiple nursing organizations in Ontario. Student liaisons erase this uncertainty by connecting their fellow students to their professional association and the RNAO benefits and services available.

Purpose of the Role

The student liaison role was created to assist RNAO in their recruitment and retention of undergraduate nursing students. Robust membership numbers keep RNAO's voice strong and legitimate when speaking out for nursing and health care.

When representing RNAO, student liaisons get to:

- promote RNAO benefits, services, events and advocacy to nursing students at a school of nursing and elsewhere;
- recruit undergraduate nursing students to RNAO and retain their membership support; and
- keep RNAO informed of membership issues, concerns and interests at a school of nursing.

How Do Student Liaisons Do Their Job?

Student liaisons can promote RNAO membership and involvement by combining materials and resources from home office with their own individual creativity. The following activities have proven effective in increasing students' interest in RNAO:

- distributing RNAO membership information to nursing students;
- hosting an RNAO booth or table at a nursing school;
- making RNAO part of orientation activities in September;
- arranging presentations on RNAO;
- collaborating with other students on promotional strategies;
- linking nursing students to the local RNAO chapter;
- encouraging faculty members to speak of RNAO's importance; and
- coordinating a school-wide RNAO membership drive.

Student Liaisons Benefit

Student liaisons, with support from RNAO Home Office, have the opportunity to develop and practice communicational, organizational, interpersonal and marketing skills. Through their involvement with RNAO, they enjoy prospects for networking with other students and RNs. Liaisons can also earn RNAO recruitment awards while gaining knowledge of the nursing and health-care sectors.

RNAO student liaisons may be part of a chapter or interest group executive or their RNAO involvement may be solely at their nursing school.

To get involved with the Student Liaison Program, contact David McChesney at dmcchesney@RNAO.ca or 1-800-268-7199 ext. 201.

Workplace Liaisons

A Workplace Liaison knows that nursing is more than a job, more than putting in time. Nursing is about communication, knowledge, skill and acting as the strongest link in the chain.

Essentially, a Workplace Liaison acts as a representative of RNAO in a nursing workplace. This key person is in a position to enhance communications between RNAO and an organization's nurses. By way of improved communications, the Workplace Liaison Program acts as a vehicle to promote the role of the Registered Nurse in the healthcare system and to raise the profile of the professional association.

To find out more about the program, contact Patricia Hogg at phogg@rnao.ca or 1-800-268-7199 x. 220.

RNAO in Context

Workplace Liaisons often get questions about how what we do compares with the roles of other nursing organizations.

There are 4 large groups that serve nurses in different ways. Check out Nursing Organizations in Ontario: A Spectrum of Service for details and information on how to contact these groups.

Recruitment and Retention

Our guides Strategies for Member Recruitment & Retention, Myths and Realities of Member Recruitment and Six Secrets of Successful Recruiters (located in the Membership ENO Manual or <https://myrnao.ca/volunteer/workplace-liaisons>) can assist you in developing in your role as Workplace Liaison.

RNAO'S PROUD PAST

***RNAO's** history stretches back 90 years. However, the association's roots can be traced much earlier, to 1901, when a number of Ontario nurses attend the International Council of Nurses meeting in Buffalo, N.Y., stimulating interest in creating a provincial organization. Three years later, the Graduate Nurses' Association of Ontario (GNAO) was formed from the alumni groups of various Ontario nursing schools. The GNAO, with a mandate to encourage nurses' professional development, is the forerunner of RNAO. And it's thanks to GNAO that the provincial government passed a Nurses Registration Act in 1922.*

1920s

1925 The Ontario association's name (Graduate Nurses' Association of Ontario) is changed under the *Ontario Companies Act* to be known as the **Registered Nurses' Association of Ontario (RNAO)**.

The first unofficial president of RNAO was Miss Dickson who served from December 4, 1925 to April 10, 1926.

1926 RNAO's first official president, Florence Emory, was elected April 10, 1926. She served a three-year term until April 6, 1929.

The first general meeting of RNAO was held in Belleville.

1930s

1930 An RNAO committee is formed to create a loan fund (now known as the Permanent Education Fund) to assist members in financing post-basic nursing courses.

1935 RNAO is instrumental in developing standards for nursing education and practice, and subsequently closes 37 small schools of nursing in Ontario that do not meet its requirements. The association protects the title "registered nurse" by making registration mandatory.

1940s

1945 The *RNAO News Bulletin* begins publication.

1947 The Nurses' Act is amended to provide for the title "certified nursing assistant" following recommendations from RNAO and the Canadian Nurses Association. The role of certified nursing assistant would expand and evolve, and in 1993 was renamed "registered practical nurse."

1949 RNAO appoints a legal advisor on a retaining basis to respond to association members on request.

1950s

1951 The *Nurses' Registration Act, 1951*, a culmination of years of effort and a milestone in the history of nursing in Ontario, is passed, giving the association responsibility for: creating regulations regarding standards of admission to schools of nursing; determining courses of study in these schools; setting examinations for registration; and issuing, renewing, and cancelling certificates of registration.

- 1956 At the annual meeting, a decision is made to investigate the feasibility of collective bargaining. A program of voluntary negotiation with employers is adopted, with the ultimate purpose of seeking legislation providing for compulsory arbitration, if necessary. This very same year, RNAO moves into its new headquarters on Price Street in Toronto.
- 1957 In response to membership requests, RNAO applies for exemption from the terms of the *Ontario Labour Relations Act*. Such exemption, if granted, means nurses can't be forced, as a condition of employment, to join trade and labour unions. The report of the Select Committee of the Legislature recommends RNAO and other recognized professional associations be excluded from the terms of the act.

1960s

- 1961-62 RNAO, at the request of Ontario's Ministry of Health, studies the feasibility and advisability of formation of a college of nurses in Ontario, a body to be authorized by the government to administer a statute or act respecting nurses, and to implement its terms. The *Nurses' Act, 1961-62*, is proclaimed in January 1963, establishing the College of Nurses of Ontario (CNO). With this change in legislation, registration becomes the responsibility of the college rather than RNAO.
- 1964 Following a study by Dr. John Crispo on the feasibility of collective bargaining and compulsory arbitration, a resolution is passed authorizing the board of directors to secure special legislation that would give RNs, through RNAO, the right to bargain collectively with their employers and to submit items in dispute to binding arbitration.
- 1965 In spite of the fact that nursing services greatly outweigh the supply of RNs, salaries and fringe benefits fall dramatically behind the economic growth of the country. RNAO issues a brief *The Nurses' Collective Bargaining Act*, which would give RNAO the right to bargain collectively on behalf of its membership. Although the Ontario government does not act on the proposed legislation, RNAO membership endorses the principle of collective bargaining. Over the next eight years, RNAO assists groups of members and nurses to bargain collectively with their employers under the *Labour Relations Act*.
- 1967 RNAO establishes the member emeritus membership category (it grants the privileges of regular membership for life after 40 consecutive years of RNAO membership) to commemorate Canada's centennial.

1970s

- 1970 Members can enrol in an RNAO-sponsored professional liability (malpractice) insurance plan.
- RNAO's testing service becomes the property of the Canadian Nurses Association (CNA), forming the nucleus of a national testing service.
- 1971 RNAO expresses concerns related to smoking and health, and supports the Federal Minister of Health and Welfare in legislation proposed to curb tobacco advertising.
- 1973 RNAO supports the establishment of a central vehicle for collective bargaining for nurses, and endorses the formation of the Ontario Nurses' Association (ONA).
- 1974 ONA is certified by the Labour Relations Board. RNAO transfers activities related to collective bargaining to ONA.
- 1979 Formal recognition is given to interest groups.

1980s

- 1980 RNAO meets with the Minister of Health to present documents such as: *RNAO Position Paper on Health-Care Costs*; *RNAO Statement on the Role of the Registered Nurse in the Operating Room*; *Standards for the Organization and Administration of the Nursing Department, Public Health Units*; *RNAO Position Paper on Continuing Education for Registered Nurses*.
- 1982 RNAO writes a background paper endorsing the proposal that a baccalaureate degree in nursing be the minimum education requirement for entry-to-practice by the year 2000.
- 1983 Fulfilling its mandate to speak for professional nursing, RNAO applies for and is granted legal standing at the Grange inquiry into deaths at Toronto's Hospital for Sick Children.
- 1986 RNAO successfully lobbies for a ban on extra billing for medical services.

The voluntary Legal Assistance Program (LAP) is established by RNAO to assist nurses with certain legal problems which may arise in work-related circumstances.

1990s

- 1991 RNAO participates extensively in consultations - and advocates - for the *Regulated Health Profession Act*.
- 1996 RNAO holds candlelight vigils to express concern about the dismantling of our publicly funded health-care system.
- 1998 RNAO and the nursing community celebrate the proclamation of nurse practitioner legislation.

RNAO meets with Ontario's Premier to present a document that addresses critical issues facing Ontario nurses and recommends solutions. Three key areas targeted are: the need for reinvestment in nursing, the creation of a patient safety act, and government support for baccalaureate entry to practice.

- 1999** The Minister of Health accepts the report of the Nursing Task Force and vows to act on its recommendations. The task force is established, following RNAO's 1998 annual general meeting, to suggest solutions to the many chronic and critical problems within the profession.

RNAO is assigned by the Ministry of Health to lead a major project on the development, implementation, and evaluation of nursing Best Practice Guidelines (BPG).

2000s

- 2000** RNAO focuses on the preservation of the Canada Health Act and joins forces with nursing organizations across the province to call for a moratorium on the privatization of health care in Ontario.

The association holds its first *Queen's Park Day*, bringing nurses and nursing issues directly to the Ontario legislature.

RNAO lobbies for – and welcomes – the announcement of the new chief nursing officer position created by the provincial government as part of its senior management team.

RNAO is assigned by the Ministry of Health to lead the advanced clinical fellowships and training fellowships for Ontario RNs.

The association launches *Take your MPP to Work*, which allows political leaders to hear first-hand from nurses.

2001 RNAO issues the report entitled: *Earning Their Return: When and Why Ontario RNs Left Canada, and What Will Bring Them Back*, the first of its kind in Canada.

The BPG program, along with the *Centre for Professional Excellence*, organizes the first international BPG conference held in Toronto.

2002 RNAO begins a public awareness campaign entitled *Speak Out Ontario*, which intends to raise the level of public debate and support for a publicly-funded, universally accessible, not-for-profit health-care system.

RNAO responds to the Kirby Commission on the final volume of its report on Canada's health-care system: *Recommendations for Reform*. This report contains sound proposals to invest in Canadian health care – though its willingness to expand the use of for-profit health care is alarming to RNAO.

RNAO endorses the final report of the Romanow Commission, *Building on Values: The Future of Health Care in Canada*.

The BPG program launches its first four guidelines, all related to care for the elderly, at RNAO's international conference. The BPG program also launches the Best Practice Champions Network by inviting interested health-care organizations to nominate key individuals in their organizations to participate in the network and promote, influence and implement BPGs in their setting.

2003 RNAO reschedules its 78th AGM from April to September due to the Severe Acute Respiratory Syndrome (SARS) outbreak. The association supports the nursing community during the outbreak. SARS takes the lives of 44 Ontarians; two are nursing colleagues who worked with SARS patients: Nelia Laroza, 51, and Tecla Lin, 57. RNAO representatives attend both funerals. RNAO delivers a formal request to Premier Ernie Eves asking Ontario to order an independent commission of inquiry under the *Public Inquires Act* into the SARS outbreak. In response, Premier Eves announces an independent investigation into the outbreak that falls short of a full public inquiry. RNAO leads, in collaboration with RPNAO, *VIANurse*, an electronic registry, maintained confidentially on RNAO's website, of RNs and RPNs who are willing to be voluntarily immediately available for deployment to an Ontario health-care facility that has been deemed emergency status. On September 29, RNAO releases *SARS Unmasked: Celebrating Resilience, Exposing Vulnerability: A Report on the Nursing Experience with SARS in Ontario*.

The RNAO-led PhD fellowship program initiative is launched, in partnership with the Ministry of Health. It aims to develop research capacity in the evaluation of clinical outcomes, as well as financial and system outcomes associated with the implementation of RNAO BPGs.

RNAO launches its Best Practice Spotlight Organization (BPSO) program. This project is a three-year partnership between selected organizations and RNAO, sponsored by the Ministry of Health in support of implementation and evaluation of BPGs.

2005 RNAO receives funding from the Ministry of Health to develop a strategic plan to enhance nursing contributions to innovations in health care related to electronic applications, now known as the **e-Health Project**.

As of this year, all Ontario RNs must have a baccalaureate degree.

RNAO celebrates its new building on Toronto's Pearl Street with an open house. Over 100 RNAO members, politicians and members of the media attend. The government also announces a Retention Trust Fund to be managed by RNAO, ONA, and RPNAO.

2006 In January, RNAO, with the University of Ottawa's School of Nursing, launch the Nursing Best Practice Research Unit (NBPRU). The NBPRU, now called the Nursing Best Practice Research Centre, strives to promote nursing excellence through the study of the best strategies to promote the uptake of research results in all aspects of nursing care and the nursing work environment.

2007 The first nurse practitioner-led clinic is launched in Sudbury under the leadership of NPs Marilyn Butcher and Roberta Heale. On August 30, Ontario's Minister of Health George Smitherman attends the official grand opening of the clinic, with RNAO's executive director in attendance.

2009 RNAO hosts John Gerretsen, Minister of the Environment, MPPs, environmental, and health activists to celebrate the introduction of the most progressive cosmetic pesticide regulations in North America. RNAO was pivotal in helping to enact these regulations.

2010s

2010 RNAO signs a historic partnership with a Ministry of Science and Innovation Research institution in Spain to have all of the clinical and healthy work environment BPGs translated into Spanish.

RNAO's BPG app is now available to download from the Apple store. The app, which can be downloaded to an Apple, Blackberry or Android device, contains the condensed versions of RNAO's clinical and healthy work environment BPGs.

University of Hartford's Faculty of Nursing in Connecticut becomes the association's first international BPSO candidate in October 2010. As of 2013, there are three academic BPSOs (Peterborough's Trent University, Nova Scotia's St. Francis Xavier University, and Hartford).

RNAO's 86th AGM makes history: Premier Dalton McGuinty announces NPs will now be able to admit and discharge patients from in-patient hospital units. In another move to recognize the expertise of nurses, McGuinty acknowledges his government's recent work to amend the *Public Hospitals Act*, so that chief nurse executives have a seat on hospital boards and quality committees. He reveals the province is also mandating all 37 public health units in Ontario appoint a chief nursing officer by 2012.

2011 Ontario's Ministry of Energy announces the permanent closure of two additional coal-fired generators, in partial response to an RNAO, Canadian Association of Physicians for the Environment, and Ontario Clean Air Alliance campaign to close coal plants immediately.

RNAO launches a groundbreaking Primary Care/Family Practice Nurses' Task Force to recommend adjustments to the role of RNs and RPNs in primary care settings.

RNAO leads a federally-funded program with the Canadian Nurses Association to develop a curriculum aimed at preventing elder abuse. Ten long-term care facilities serve as Prevention of Elder Abuse Centres of Excellence (PEACE).

RNAO signs BPSO agreements with two organizations in Chile, and two organizations in Colombia. An agreement is also signed with Brazil to translate BPGs into Portuguese.

RNAO partners with Ontario to establish a central database of nursing-sensitive indicators for RNAO's clinical BPGs. Called *NQUIRE*, the database will play a critical role in understanding the impact of BPGs in the association's BPSOs.

2012 Canada's premiers decide to focus on nation-wide adoption of clinical practice guidelines as a way of delivering higher-quality health outcomes at a lower cost. The premiers choose RNAO's guideline for diabetic foot ulcers as one of two guidelines for national implementation (the second guideline selected is developed by the Canadian Medical Association).

RNAO releases a landmark report, *Primary Solutions for Primary Care*. The report recommends Ontario maximize and expand the roles of RNs and RPNs who work in primary care, to improve access for patients and achieve greater system cost-effectiveness.

RNAO releases its game-changing report, *Enhancing Community Care for Ontarians (ECCO)*, in October, which presents a model that advances a strong foundation for community care by anchoring the health system in primary care, and improving health-system integration among all sectors through a single planner and funder: the LHINs.

Production of *Nursing Order Sets* begins, comprised of actionable nursing interventions based on RNAO's BPGs, to facilitate use at the point-of-care. RNAO partners with the International Council of Nurses for coding, and with PatientOrderSets.com for distribution.

RNAO signs BPSO Host agreements with Spain and Australia.

2013 At RNAO's annual general meeting, Premier Kathleen Wynne promises to expand the scope of practice of registered nurses.

RNAO releases a request for proposals for BPSOs tailored to the needs of long-term care homes.

2014 RNAO releases its comprehensive vision document *Charting a Course for the Health System and Nursing in Ontario*.

RNAO releases elder abuse prevention recommendations and a best practice guideline concerning safe sleep for infants aged 0 to 12 months.

2015 RNAO celebrates nine decades of history at its 90th annual general meeting.

RNAO releases *Coming Together, Moving Forward: Building the Next Chapter of Ontario's Rural, Remote and Northern Nursing Workforce*, a report aimed at recruiting and retaining nurses to care for the nearly two million Canadians living in rural, remote and northern settings.

Acronyms

AGM	Annual General Meeting
ANEGTA	Association of Nurse Executives of the Greater Toronto Area
AOM	Association of Ontario Midwives
BOD	Board of Directors
BPG	Best Practice Guidelines
BPSO	Best Practice Spotlight Organization
CAATS	Colleges of Applied Arts and Technology
CCAC	Community Care Access Centre
CHSRF	Canadian Health Services Research Foundation
CIHI	Canadian Institute for Health Information
CIHR	Canadian Institute for Health Research
CMA	Canadian Medical Association
CNA	Canadian Nurses Association
CNF	Canadian Nurses Foundation
CNO	College of Nurses of Ontario
CNPS	Canadian Nurses Protective Society
CNS	Clinical Nurse Specialist
COUPN	Council of Ontario University Programs in Nursing
CURA	Community University Research Alliance
ENSDMs	Evidence-Informed Nursing Service Delivery Models
GIIFO	French Nursing Association of Ontario
HPRAC	Health Professions Regulatory Advisory Council
HWE BPGs	Healthy Work Environment Best Practice Guidelines
IEN	Internationally Educated Nurse
IG	Interest Group (<i>of RNAO</i>)

JPNC	Joint Provincial Nursing Committee
LAP	Legal Assistance Program
LHIN	Local Health Integration Network
MOHLTC	Ministry of Health and Long Term Care
NHSRU EAC	Nursing Health Services Research Unit External Advisory Committee
NEI	Nursing Education Initiative
NIGH	Nightingale Initiative for Global Health
NPAO	Nurse Practitioners' Association of Ontario
NRF	Nursing Retention Fund
OAFB	Ontario Association of Food Banks
OANHSS	Ontario Association of Non-Profit Homes & Services for Seniors
OPCC	Ontario Primary Care Council
OCFP	Ontario College of Family Physicians
OCSA	Ontario Community Support Association
OFPN	Ontario Family Practice Nurses
OHA	Ontario Hospital Association
OHC	Ontario Health Coalition
OHPA	Ontario Health Providers' Alliance
OHPIP	Ontario Health Plan for an Influenza Pandemic
OLTCA	Ontario Long Term Care Association
OMA	Ontario Medical Association
ONA	Ontario Nurses Association
PAIRO	Provincial Association of Interns & Residents of Ontario
PLP	Professional Liability Protection
R & R	Recruitment and Retention
REISS	Research, Exchange & Impact for System Support
RNFOO	Registered Nurses Foundation of Ontario

RPNAO	Registered Practical Nurses Association of Ontario
SDOH	Social Determinants of Health
STTI	Sigma Theta Tau International (Honor Society of Nursing)
TIPS	Teams of Inter-Professional Staff
VON	Victorian Order of Nurses