



Leadership Manual
2021-2022 Edition

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A message for RNAO leaders

Thank you for taking on a leadership role with RNAO. We are so grateful for your dedication to your professional association.

As an association leader, you will draw on your knowledge and expertise to shape the health system's future, and build a better career for registered nurses (RN), nurse practitioners (NP) and nursing students in Ontario. Your efforts will also have a positive impact on the people of Ontario and around the world.

As an RN, NP or nursing student, you are already a leader in your community. This manual will provide you with tools to build on your leadership skills, and guide you in your new role.

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

Congratulations on taking this important step in your career. Your commitment strengthens RNAO's voice to speak out for nurses and speak out for health.

Warmest regards,

A handwritten signature in black ink that reads "Morgan H" followed by a long horizontal flourish.

Morgan Hoffarth, RN, MScN
President

A handwritten signature in black ink that reads "Doris Grinspun" followed by a long horizontal flourish.

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

RNAO Activities 2021- 2022

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?
Oct. 2021	Nominations open for RNAO Media Awards – visit http://RNAO.ca/about/awards/media-excellence for details	All members
Oct. 2021	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
Nov. 1, 2021	First call for resolutions (deadline February 7, 2022)	All members
Nov. 5, 2021	Members' Voices Due	Chapter Presidents, Interest Group Chairs and BOD
Nov. 11, 2021	Board of Directors Meeting (9:00am – 1:00pm) <i>Virtual</i>	BOD
Nov. 12, 2021	Board of Directors Meeting (9:00am – 1:00pm) <i>Virtual</i>	BOD
Nov. 12, 2021	Interest Group Chairs Mtg. & Chapter Presidents Mtg. (5:00pm – 6:30pm) <i>Virtual</i>	Chapter Presidents, Interest Group Chairs
Nov. 13, 2021	Assembly (Membership Focus) (10:00am – 2:00pm) <i>Virtual</i>	Chapter Presidents, Interest Group Chairs, BOD and Membership Officers

Date	Activity	Who Participates?
Nov. 2021	Nominations for RNAO Recognition Awards open - download your nomination form at http://RNAO.ca/about/awards/recognition-awards	All members
Nov. 2021	Start planning member meeting to elect consultation representatives for AGM. Let home office know if your interest group would like to meet on the Saturday following the 2022 AGM.	Chapter Presidents and Interest Group Chairs Interest Group Chairs
Dec. 2021	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
Feb. 2022	Deadline for nominations for RNAO Recognition Awards - details at http://RNAO.ca/about/awards/recognition-awards	All members
Feb. 7, 2022	Deadline for 2022 resolution submissions	All members
Feb. 7, 2022	Deadline for nominations to the RNAO board of directors	All members
Feb. 18, 2022	Deadline for Members' Voices	Chapter Presidents, Interest Group Chairs and BOD
Feb. 24, 2022	22nd Annual Queen's Park Day (3:00 p.m. – 7:30 p.m.) <i>Virtual</i>	BOD, Chapter Presidents, Interest Group Chairs and ENOs
Feb. 25, 2022	Assembly (Policy & Political Action/Communications) (9:00 a.m. – 1:00 p.m.) <i>Virtual</i>	BOD, Chapter Presidents, Interest Group Chairs and ENOs
Feb. 25, 2022	Interest Group Chairs Mtg. and Chapter Presidents Mtg. (5:00 p.m. – 6:30 p.m.)	BOD, Chapter Presidents, Interest Group Chairs

Date	Activity	Who Participates?
Feb 25, 2022	Deadline for nominations for RNAO Media Awards - details at http://RNAO.ca/about/awards/media-excellence	All members
Feb. 26, 2022	Board of Directors Meeting (9:00 a.m. – 1:00 p.m.) <i>Virtual</i>	BOD
Mar/April 2022	Hold meeting to elect consultation representatives to attend the annual general meeting (AGM). *Consultation representative and alternates must be registered by April 11, 2022	Chapter Presidents and Interest Group Chairs
April 7, 2022	Board of Directors Meeting (2:00 p.m. – 5:00 p.m.) <i>Virtual</i>	BOD
Apr. 11, 2022	Consultation Representative registration deadline *individuals must register for themselves by signing into their MyRNAO account.	Chapter Presidents and Interest Group Chairs
May 2022	Meet to discuss proposed resolutions, nominations and other voting items for the AGM	Chapter Presidents and Interest Group Chairs
May 12, 2022	202nd anniversary of Florence Nightingale's birth	
May 9 - 13, 2022	Nursing Week	
May 24 - June 9, 2022	One Member, One Vote https://MyRNAO.ca/	All voting members
June 8, 2022	Board of Directors Meeting (12:30 p.m. – 4:30 p.m.) <i>Virtual Meeting</i>	BOD

Date	Activity	Who Participates?
June 9, 2022	97 th Annual General Meeting Opening Ceremonies (6:00 p.m. – 9:00 p.m.)	All members are invited
June 10, 2022	RNAO's 97 th Annual General Meeting (8:00 a.m. – 4:00 p.m.)	All members are invited
June 10, 2022	Leadership Luncheon (12:00 p.m. – 1:45 p.m.)	All members are invited
June 10, 2022	President's Banquet & Awards Gala (6:00 p.m. – 9:00 p.m.)	All members are invited
June 11, 2022	Interest Group Meetings (8:30 a.m. – 11:00 a.m.)	Participating Interest Groups
June 11, 2022	AGM Keynote Presentation (11:30 a.m. – 1:00 p.m.)	All members are invited
June 11, 2022	Board of Directors Meeting (2:30 – 5:00 p.m.)	BOD
June 2022	Confirm membership fees for 2022 - 2023 with Membership contact, Carrie Edwards (cedwards@RNAO.ca)	Interest Group Chairs
July 2022	Plan at least two communications to members and a minimum of one meeting per year. You can use in-person meetings, audio, or video conferencing.	Chapter Presidents and Interest Group Chairs
July 2022	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
Nov. 3, 2022	Members' Voices Due	Chapter Presidents, Interest Group Chairs and BOD

Date	Activity	Who Participates?
Nov. 9, 2022	Board of Directors Meeting (5:30 p.m. – 8:30 p.m.) <i>RNAO Home Office</i>	BOD
Nov. 10-11, 2022	Board of Directors Meeting (8:30 a.m. – 4:30 p.m.) <i>RNAO Home Office</i>	BOD
Nov. 11, 2022	Interest Group Chairs Mtg. & Chapter Presidents Mtg. (6:00 p.m. – 9:00 p.m.) <i>Chelsea Hotel, Toronto</i>	Chapter Presidents, Interest Group Chairs
Nov. 12, 2022	Assembly (Membership Focus) (8:30 a.m. – 4:00 p.m.) <i>Chelsea Hotel, Toronto</i>	Chapter Presidents, Interest Group Chairs, BOD and Membership Officers

Mission Statement, Values and ENDS

Mission Statement

We are the professional body representing registered nurses, nurse practitioners and nursing students in Ontario. We advocate for healthy public policy, promote excellence in nursing practice, and empower nurses to actively influence and shape decisions that affect the profession and the public they serve.

Values

We believe health is a resource for everyday living and that health care is a universal human right. We respect human dignity and are committed to diversity, inclusivity, equity, social justice, and democracy. We believe the leadership of every nurse advances individual and collective health.

ENDS

RNAO's ENDS articulate the purpose and explain why the world is a better place because of the organization's work. The ENDS are divided into four areas of action and are used to define how the organization, through its membership, advocacy and knowledge transfer, delivers its mission and values.

- END 1: Engage with registered nurses, nurse practitioners and nursing students to stimulate membership and promote the value of belonging to their professional organization.
- END 2: Advance the role of nurses as members of a vital, knowledge-driven, caring profession, and as significant contributors to health.
- END 3: Speak out on emerging issues that impact on nurses and the nursing profession, health and health care.
- END 4: Influence healthy public policy to positively impact the determinants of health, supporting Medicare and strengthening a publicly funded, not-for-profit health-care system.

Organizational Statement on Diversity and Inclusivity

In keeping with the RNAO's mission, we are committed to providing an environment that is free from racism, prejudice, discrimination, and harassment. We strive to reflect diverse communities within our organizational structure (board, staff, members and students) and to promote equitable access to the programs and services we offer.

The RNAO will ensure:

- policies and protocols, programs and services eliminate systemic barriers, and promote positive inclusive relations
- understanding and mutual acceptance of diversity among its board, staff, members and students
- whenever possible, the board, staff, members and students reflect the diversity of the community it serves
- fairness and equity in all of its operations, including access to employment opportunities and program and service delivery
- board, staff, members, students and communities, as well as its affiliates in the province, understand and promote the Diversity and Inclusivity Statement and the Human Rights Code

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

[BR-2 Conflict of Interest](#)

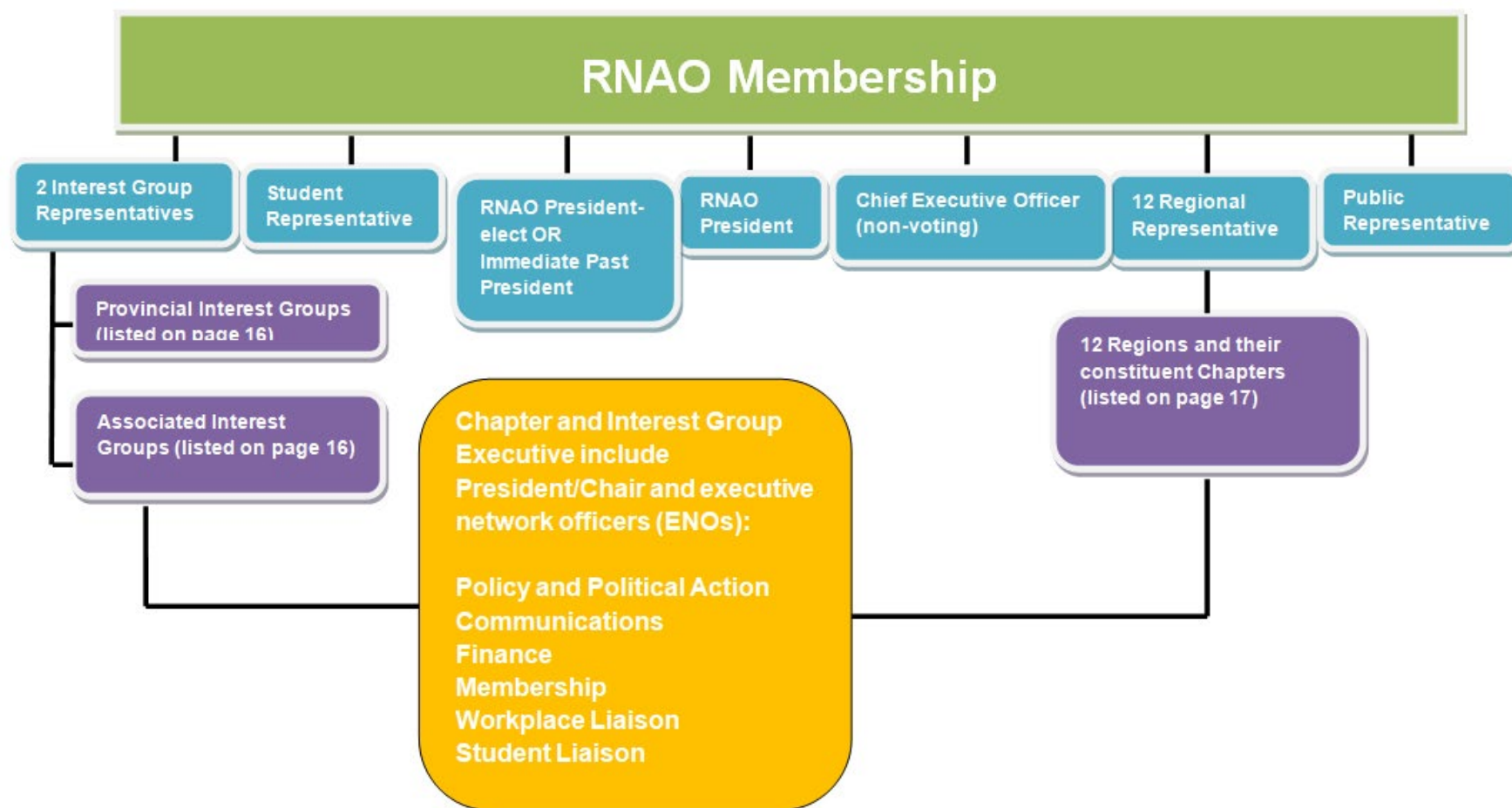
[PG-5 Advertising](#)

[PG-6 Sponsorship](#)

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

[PG-9 Code of Conduct and Escalation Process](#)

[PG-10 Assembly Accountability](#)



The RNAO assembly of leaders, shown in purple, includes both the board of directors together with chapter presidents, assembly representatives from regions without chapters, and interest group chairs.

The assembly of leaders 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 of leaders, and chapter and interest group executives lead the association in speaking out for nursing and speaking out for health.

RNAO Provincial Interest Groups

- Black Nurses Leading Change (BNLC)
- Clinical Nurse Specialist Association of Ontario (CNSAO)
- Community Health Nurses' Initiatives Group (CHNIG)
- Complementary Therapies Nurses' Interest Group (CTNIG)
- Diabetes Nursing Interest Group (DNIG)
- Faith Community Nursing Interest Group (FCNIG)
- Independent Practice Nurses Interest Group (IPNIG)
- Indigenous Nurses and Allies Interest Group (INAIG)
- International Nursing Interest Group (INIG)
- Maternal Child Nurses' Interest Group (MCNIG)
- Men in Nursing Interest Group (MINIG)
- Mental Health Nursing Interest Group (MHNIG)
- Nursing Research Interest Group (NRIG)
- Nurse Practitioner Interest Group (NPIG)
- 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)
- Pediatric Nurses Interest Group (PedNIG)
- Provincial Nurse Educator Interest Group (PNEIG)
- Rainbow Nursing Interest Group (RNIG)
- Retired Nurses Interest Group (RetNIG)
- RN First Assistant Interest Group (RNFA)
- Staff Nurse Interest Group (SNIG)
- Telepractice Nursing Interest Group (TPNIG)

Associated Interest Groups (Non-Voting)

- Primary Care Nurses of Ontario (PCNO)
- Ontario PeriAnesthesia Nurses Association (OPANA)
- Gerontological Nursing Association of Ontario (GNAO)
- Nursing Leadership Network of Ontario (NLN.ON)
- 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

Algoma

Nipissing

Kirkland Lake Temiskaming

Porcupine

Sudbury and District

Region 12

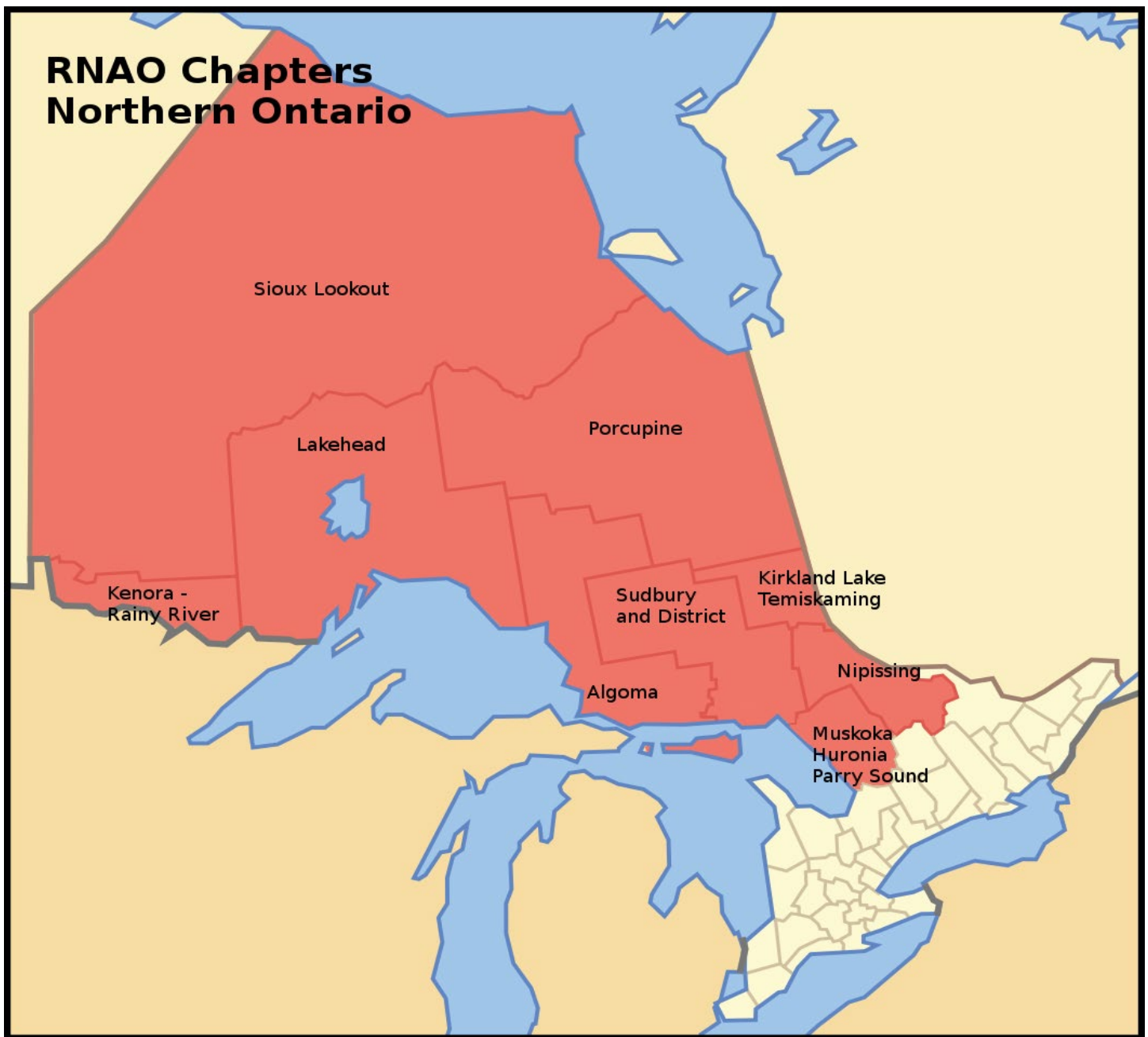
Kenora-Rainy River

Lakehead

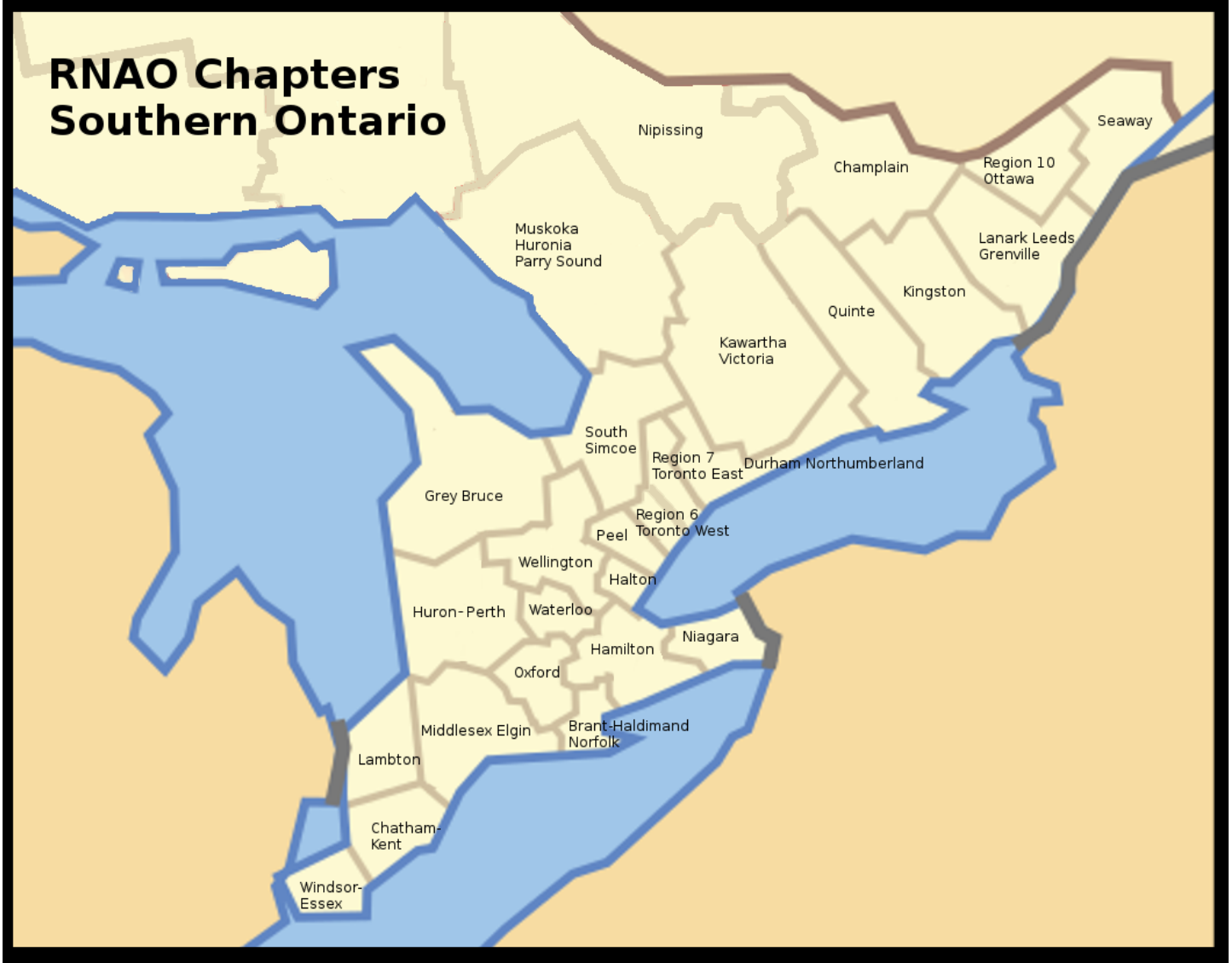
Sioux Lookout

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>



RNAO Chapters Southern Ontario



RNAO Regions and Chapters as of June 1, 2022

Following the approval of amendments to the RNAO bylaws in 2020, the regions and chapters as defined in the terms of provincial electoral districts. A map of the updated boundaries can be found [here](#).

Region 1

Windsor-Essex
Chatham-Kent
Lambton

Region 2

Huron-Perth
Oxford
Middlesex-Elgin

Region 3

Brant-Haldimand-Norfolk
Hamilton
Niagara

Region 4

Dufferin-Caledon
Halton
Waterloo
Wellington
York West
Mississauga
Brampton

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
York East
Quinte

Region 9

Champlain
Kingston
Lanark-Leeds-Grenville
Seaway

Region 10 (Region without Chapters)

Ottawa

Region 11

Algoma
Nipissing
Kirkland Lake Temiskaming
Sudbury and District

Region 12

Kenora-Rainy River
Lakehead
Porcupine
Sioux Lookout

About RNAO's Executive Network Structure

RNAO is led by registered nurses, nurse practitioners and nursing students across Ontario. To help support members involved in speaking out for nursing and speaking out for health, we have an executive network structure. This structure pairs executive members representing interest groups, chapters, and regions without chapters with resources and support from home office. The executive roles included in this structure are:

- President/Chair
- Communications Executive Network Officer
- Social Media Executive Network Officer
- Finance Executive Network Officer
- Membership Executive Network Officer
- Policy and Political Action Executive Network Officer
- Student Executive Network Officer (undergraduate)
- Workplace Liaison Executive Network Officer (chapters only)

For each of these positions, there is a designated RNAO staff resource person.

Executive Network Officer Roles in Brief

Chapter President or Interest Group Chair Home office contact: Ifrah Ali iali@RNAO.ca ext. 208	<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 at RNAO meetings (assembly, AGM, and Queen’s Park Day) as well as in the public and the media as needed• recruit, mentor and support other executive members in their roles• ensure dissemination of information from RNAO to executive and chapter/region without chapters/interest group members• manage funds along with the finance executive network officer (ENO)
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<p>Communications Executive Network Officer</p> <p>Home office contact: Victoria Alarcon valarcon@RNAO.ca ext. 211</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, shoots videos and documents group events
<p>Finance Executive Network Officer</p> <p>Home office contact: 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 group's 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 (home office can assist in coordinating email communications to members) • 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
<p>Policy & Political Action Executive Network Officer</p> <p>Home office contact: Ann-Marie Morris amorris@RNAO.ca ext. 220</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, Queen's Park on the Road (QPOR) and Take Your MPP To Work • 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: Rene Dunkley</p> <p>rdunkley@RNAO.ca</p> <p>ext. 210</p>	<p>This position is the point person for the group's social media profile.</p> <p>As part of the executive team, their responsibilities can include:</p> <ul style="list-style-type: none"> managing the group's social media presence updating your group's pages: <ul style="list-style-type: none"> - http://chapters.RNAO.ca for chapters and regions without chapters - http://RNAO.ca/connect/interest-groups or freestanding sites for interest groups 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>Student Executive Network Officer (undergraduate)</p> <p>Home office contact: Kenya Dames</p> <p>kdames@RNAO.ca</p> <p>ext. 201</p>	<p>The student liaison is an associate of RNAO who provides the student perspective to the executive.</p> <p>They are charged with connecting to the nursing student community, doing outreach and encouraging other students to join and get involved in group activities.</p>
<p>Workplace Liaison Executive Network Officer</p> <p>Home office contact: Yallenni Ilamvaluthy</p> <p>yilamvaluthy@RNAO.ca</p> <p>ext. 220</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 in assembly meetings (held in February and September) and at RNAO's annual general meeting (AGM). 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
- your home office contact (*see pages 19-21*)

Hosting Productive Meetings – Sample Agenda

Your group will want to hold at least two membership meetings per year. Executive meetings should be held frequently. 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. Always refer to the chapter, region without chapters and interest group executive guidelines for the amount of notice that should be given for a meeting (30 days) and when to send the agenda to participants (no less than three days prior).

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 and 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 of the awards recognize individuals, there are also awards for interest groups, chapters, and regions without chapters, 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
- Honoured Friend of Nursing
- Award of Merit
- HUB Fellowship
- President's Award for Leadership in Clinical Nursing Practice

Nominations are held annually, opening in November with a deadline in January. The awards are presented at the AGM 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 of Leaders members are required to report back to RNAO on their work, prior to each assembly meeting (typically twice per 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 of leaders 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 1 will result in withholding the full transfer of membership funds from RNAO to the deficient interest group, chapter, or region without chapters.

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

To learn more about the ENDS, please see the 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 Ifrah Ali, iali@RNAO.ca

Please ensure you obtain permission from individuals you name in your report. This report may be made available to members through MyRNAO.ca

Members' Voices Report

Example Members' Voices Template (please note all Members' Voices submissions must be made online <https://MyRNAO.ca/MembersVoicesForm>)

Members' Voices

[View](#) [Edit](#) [Webform](#) [Results](#) [Revisions](#) [CiviCRM](#)

[Clone content](#)

Assembly members are required to report back to RNAO 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. Your Members' Voices reports on the work of your group and is organized according to the ENDS.

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.

First name *

Last name *

Representing *

Position (for board members please input BOD) *

Date range *

- ☐ February 1 - March 31
☐ April 1 - August 31
☐ September 1 - January 31

END 1 - Engage with registered nurses and nursing students to stimulate membership and promote the value of belonging to their professional organization. *

Please use point form

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

Please use point form

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

END 3 - RNAO speaks out on emerging issues that impact on nurses and the nursing profession, health and health care. *

Please use point form

What issues are members raising in your area? Include details of any media interviews members took part in for radio, television and/or print. This includes letters to the editor.

END 3 - RNAO speaks out on emerging issues that impact on nurses and the nursing profession, health and health care. *

Please use point form

What issues are members raising in your area? Include details of any media interviews members took part in for radio, television and/or print. This includes letters to the editor.

END 4 - 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 use point form

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 Chapters/Regions without Chapters and Interest Groups are required to serve their members via regular communication among the group. Activities include a minimum of two communications each year, and a minimum of one membership meeting (face-to-face, audio or video conferencing) per year. As a reminder, in keeping with 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 will result in withholding the full transfer of membership funds from RNAO to the deficient Chapter, Region without a Chapter or Interest Group. If you have any questions about financial reporting please contact [Kumudhini Thavaraj](#).

The information below will not be included in the printed or online versions of Members' Voices. This is for internal use only.

Number of communications

- None -

Communication details

Ex. 01/25/2015 - Sent email inviting people to ...
02/26/2015 - Released winter newsletter...

Please describe the communications in detail, (Please include date and description)

Number of meetings

- None -

Meeting details

Ex. 01/25/2015 - Held AGM at Neil's Restaurant. We had a great turnout of 178 people and keynote speaker...
02/26/2015 - Held executive meeting via video conference with 4 people in attendance...

Please describe the meeting(s) in detail, (Please include date, description, and how many in attendance.)

Current bank balance (most recent available)

Balance as of date:
Amount:

Attachments

No file chosen

Files must be less than 10 MB.

Allowed file types: gif jpeg png ppt txt rtf html pdf doc docx odt ppt pbx odp xls xlsx ods xml.

Attach bank statement here by Nov. 30.

Reimbursement policy for Board and Assembly Meetings

The association will reimburse eligible expenses associated with participating in board of directors' meetings (BOD), assembly meetings, and AGM 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?

Board of Directors

Board member participants can be reimbursed for:

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

Chapter President or Interest Group (IG) Chair

- Accommodation – a shared standard hotel room for maximum one night – where required / or up to two nights for the combined assembly meeting and Queen's Park Day
- 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 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's 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 certificates and special lapel pins to bestow upon those who have been regular members of the association. These members will receive a commemorative certificate. 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 for the rest of their lives.

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 will 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 Cecile Nava at cnav@RNAO.ca or 1-800-268-7199 ext. 285, or 416-599-1925 ext. 285.

Communications Executive Network Officer

As executive network officer (ENO) for communications, you help to spread the word about the association and your colleagues in nursing. Your efforts 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, including the documents below. If you have any questions, please do not hesitate to contact your home office resource, Victoria Alarcon, at 416-408-5610 or valarcon@RNAO.ca.

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

Speaking out: A guide to the communications executive network officer role

This document will help you get acquainted with your duties as communications ENO.

Media relations toolkit

Understand how to work with the media to get your message out, including interview tips and a media advisory/release template.

Quick tips for better writing

Developed by home office staff, these tips and tricks will help you write in the RNAO style, following the Canadian Press style guidelines.

RNAO logo guide

Learn the proper use of RNAO's logos to ensure brand consistency.

Slides from “The ABCs of a Good Photograph”

Photos are a great way to show off your chapter/interest group's work. Here's how to take the best possible snaps.

Finance Executive Network Officer

As Finance Executive Network Officer, your key responsibilities include:

- budgeting for your group's fiscal year (usually Nov. 1 to Oct. 31 of the following year)
- 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 in collaboration with the President/Chair by using the online Members' Voices form. *(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 to non-members
- Contributions may be made toward the expenses of an official delegate to attend educational workshops, providing a motion of the chapter executive committee approves such attendance

Things to Remember

- Chapter fiscal year runs **Nov. 1 to Oct. 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 (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. See Members' Voices submission example on page 26 to see where to attach record keeping documents
- 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 Nov. 15 each year

Budgeting

Budgeting for chapter and interest group activities is no different from setting budgets in 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 – Nov.1 to Oct. 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 calculated by multiplying last year’s total membership by the current funding allotted to chapters (presently \$2 per member). An additional \$4 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, regions without 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, regions without chapters and interest groups (IGs) to submit their financial records to the finance department at home office annually (by Nov. 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 computer spreadsheets or accounting software.
- The books should be posted for each separate fiscal year – Nov. 1 to Oct. 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 IGs 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 simplest way to post the books is to record the transactions from the bank statements into some form of cash receipts and disbursements journal or spreadsheet. 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 GICs 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 per member, chapters/regions without chapters may apply for extra funding up to \$4 per member for local initiatives.

New to Regional Development Funding: Assembly of leaders members and consultation representatives may approach their interest groups for potential coverage to apply for funding to assist in the reimbursement of Friday night accommodation to attend the AGM.

Should the Chapter or region without chapters not have sufficient funds, the assembly rep and/or consultation rep may apply for regional development funding.

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

1-800-268-7199 ext. 229 ncampbell@RNAO.ca

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 (Oct. 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 or region without chapters 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 \$4per 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 Template

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 (ENO)

As an executive network officer for membership and services, you help represent and grow your interest group (IG) or chapter or region without chapters, 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 among Legal Programs?](#), a comparison of legal supports for nurses, specifically [PLP](#), [LAP](#), [NurseInsure](#) and ONA's LEAP.

Contacting Your Members

Home office can forward your group's communications – such as emails, newsletters, surveys and calls for nominations – to members of your group. 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 type of emails can be distributed to your members via home office.

Home office can also provide notification of meetings and online registration services for your group's meetings and events.

Recruitment Rewards

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

Take advantage of Get 5 by recruiting five new RNs/NPs to join RNAO and receive your RNAO membership **free** for the next year.

For every RN or NP, you sign up as a new RNAO member, earn a \$20 RNAO gift certificate. For every undergraduate nursing student you recruit, earn \$5. You will receive an email in the month of August if you have recruitment rewards waiting for you. Directions on how to redeem your rewards will be provided. Gift certificates can be used towards your membership fees or for registration for RNAO conferences and workshops. Rewards must be used before May 31.

We need to know who you have recruited in order to provide recruitment rewards. Make sure those you have recruited include your name and your RNAO number on their membership application. This is the only way to make sure you will get credit for bringing them on board. MyRNAO has the option of printing membership forms personalized with your name and number. You can provide this form in an email to a friend or colleague and ask them to join.

To count towards recruitment rewards, those you recruit must not have been an RNAO member or associate in the past two membership years. Associates like undergraduate nursing students and Friends of RNAO do not count toward the Get 5 complimentary membership offer.

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 and friends, their colleagues, and themselves. Every day, registered nurses (RN), nurse practitioners (NP), and nursing students see the effect that healthy public policy can have on people's lives. We express our frustration about inefficient or outdated policies and voice our concerns about failings in the health and social services 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.

RNAO believes RNs, NPs, and nursing students 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, RNs, NPs, and nursing students 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 press for policy changes. Having ENOs in each RNAO chapter, region without chapters and interest group is crucial to having our voice heard across Ontario. On an annual basis, RNAO hosts three opportunities to meet directly with MPPs: at Queen's Park Day in February, meeting over breakfast in the Legislative Dining Room; in nursing practice settings in May and June for Take Your MPP To Work; and in the MPPs' riding offices for Queen's Park on the Road in the fall. At each of these events, our ENOs share their stories about priority nursing, health, social, and environmental concerns and provide key recommendations on what needs to be done to bring about positive change. You are RNAO's local voices to mobilize change.

Our [Policy and Political Action Executive ENO manual](#) describes the roles and responsibilities of this position in greater detail and outlines the support provided by home office. The manual also contains a calendar of political engagement activities and the schedule of regular teleconference calls between the ENOs and home office.

For further information on the role, please contact Ann-Marie Morris, Nursing and Health Policy Coordinator, at amorris@RNAO.ca or by phone at 416-408-5613 or 1-800-268-7199 ext. 214.

Student Liaisons

Student liaisons are undergraduate nursing students who play a leadership role within RNAO. While undergraduate nursing student membership in RNAO has grown remarkably, there are still many nursing students, especially those in year one and two, who are unfamiliar with the association's work. Student liaisons have the knowledge to provide pertinent RNAO information and connect their student colleagues with RNAO benefits and services.

Purpose of the Role

The student liaison role was created to assist RNAO in their recruitment and retention of undergraduate nursing students. Today's nursing students are the foundation of tomorrow's RNAO. Bringing students aboard early strengthens RNAO membership numbers and increases the likelihood that students will remain members throughout their careers. Robust membership numbers keep RNAO's voice strong and legitimate when speaking out for nursing and health care.

When representing RNAO, student liaisons are expected 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
- 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 and student membership numbers:

- 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
- co-ordinating a school-wide RNAO membership drive

Benefits to Student Liaisons

Student liaisons, with support from RNAO Home Office, have the opportunity to develop and practice communication, organization, marketing and interpersonal skills. Their involvement with RNAO opens new doors through networking with other students and RNs. Student 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 Kenya Dames at kdames@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 RNs and NPs in the health-care system and to raise the profile of the association.

To find out more about the program, contact Yallenni Ilamvaluthy at yllamvaluthy@RNAO.ca or 1-800-268-7199 ext. 220.

RNAO in Context

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

There are four large groups that serve nurses in different ways.

Recruitment and Retention

Our guide *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.

Workplace Liaison Program Structure

The workplace liaison role is to recruit and retain RNAO members by promoting RNAO benefits, services, and events to RNs, NPs, and undergraduate nursing students.

The workplace liaison ENO role is the same at the workplace liaison but this person is assigned to a particular chapter or region without chapters and is part of the chapter or region's executive team. As part of the chapter or region without chapters' executive, the workplace liaison ENO contributes to the leadership of the chapter or region without chapters by liaising with other workplace liaisons, as well as updating their chapters or region without chapters' executives on the status and activities of the workplace liaisons in their local area.

The workplace liaison council meets via teleconference about three or four times a year. The council brings together perspectives of RNAO members from across Ontario to provide a vision to ensure success of the workplace liaison program in keeping with the mission, values and ENDS of RNAO. The council is charged with inspiring and driving educational offerings for workplace liaisons and supporting liaisons in the recruitment, retention and engagement efforts in their organizations.