

SASKATCHEWAN Union of Nurses



A Year In Review: SUN's Operational Highlights

April 2011 – March 2012

YOUR BOARD OF DIRECTORS

President	Rosalee Longmoore
First Vice-President	Tracy Zambory
Second Vice-President	Paul Kuling
Region 1 Representative	Sandy Keating Represents SUN Districts: Keewatin Yatthé, Mamawetan Churchill River and Prince Albert Parkland
Region 2 Representative	Lorna Tarasoff Represents SUN Districts: Northwest, Lloydminster, Battlefords, Greenhead, Prairie West, and Midwest
Region 3 Representative	Jason Parkvold Represents SUN Districts: North East, North Central, Pasquia, Assiniboine Valley, East Central, and North Valley
Region 4 Representative	Denise Dick Represents SUN Districts: Swift Current, Moose Jaw/Thunder Creek, South Country, and Rolling Southwest
Region 5 Representative	Elaine Janzen Represents SUN Districts: South Central, Moose Mountain and Southeast
Region 6 Representative	Janis Hall Represents SUN Districts: Gabriel Springs, Central Plains, Saskatoon, and Living Sky
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Base Hospitals Representative – Regina	Laurelle Pachal Represents: Regina General Hospital and Pasqua Hospital
Base Hospitals Representative – Saskatoon	Barb Abele Represents: Saskatoon City Hospital, Royal University Hospital, and St. Paul's Hospital



With each passing year I look back at our achievements and our struggles and I feel a great sense of pride. By nature, registered nurses are a dedicated, passionate, proud and strong profession. As SUN members we carry those characteristics through to our involvement in SUN, the labour movement and our communities.

In May 2011, your Board of Directors developed a Strategic Plan and objectives for our key services of which we are proud of. The 2011/2012 Strategic Plan focuses on strengthening the role of the registered nurse, leading patient- and family-centred care in the province, and preparing for bargaining. SUN strongly believes that building, educating and supporting a strong membership of registered nurses will improve patient safety and the quality of health care — our Strategic Plan supports such a belief.

As a Board of Directors, we continuously strive to make improvements in our effectiveness, efficiency, and impact. The decisions we make at all levels — political, financial, policy changes, or operational — are based on the best possible outcome for SUN, our members, our profession, and/or our patients and clients.

This year we invested more time to meet directly with members at work to hear concerns and talk about the essential roles of registered nurses. An account of Board discussions and decisions can be found in CONTACT: SUN's Leadership Newsletter on our web site (www.sun-nurses.sk.ca/members/mem_contact.php).

The decision of our Charter Challenge in regard to the *Public Service Essential Services Act* (released February 6, 2012) was a tremendous achievement for the labour movement in Saskatchewan. The evidence and expert testimonials presented by SUN played a significant role in the outcome of the Challenge. This is yet another example of how SUN's history, strength and dedication to our profession and patients have made a difference.

Your expert care, education and passion for your profession will strengthen our message to the public, employers, and the Government that registered nurses do make a difference. There is no substitute for a registered nurse; we make health care in Saskatchewan better.

Our strength and conviction as a Union and as professionals will once again guide us through the next round of bargaining. Your support in the workplace and in the community will resonate with the Negotiations Committee.

On behalf of the SUN Board of Directors, I thank you for your continued support and dedication to SUN, your profession, and your patients and their families. SUN is not about you or me, it is about all of us and together we can achieve anything.



Rosalee Longmoore, RN
President



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I am confident in saying SUN's future is strong.

Writing this report has given me an opportunity to sit back and reflect on the great work we as a Union have accomplished over the past year. I truly believe we have made great strides in promoting our profession and our Union, as well as building healthier communities.

As First Vice-President I have the privilege of connecting with our future members — nursing students. With each passing presentation, meeting or discussion we build relationships based on honesty and trust; students come to SUN with their questions seeking guidance. There is still work to be done in building these relationships, however I am confident in saying SUN's future is strong.

Part of my work over the past year has been in developing strong SUN District Councils (SDCs). In addition to providing support and guidance on a case-by-case basis, SUN has developed an educational session for SDC Treasurers focusing on developing Union Activity Plans, preparing budgets, and building book keeping skills. Not only will these annual sessions provide the Treasurers with the opportunity to network with fellow SUN members, they also provide them with the opportunity to ask questions and the necessary tools and skills required for their positions.

I am proud to report that SUN's history of supporting our communities continues. This past year SUN has donated over \$75,000 in support of local, provincial,

national and international initiatives to continue building *healthy members, healthy union, healthy communities*. SUN's support covers a wide range of initiatives in support of the nursing community, the labour movement, social justice, and health care. Highlights include:

- 2011 Community Award – Riverside Mission, Moose Jaw (\$50,000)
 - Saskatchewan Nurses' Foundation (SNF) Continuing Education Fund (\$7,500)
 - An historical account of the journey to Medicare as prepared by the Canadian Centre for Policy Alternatives (CCPA) Saskatchewan Office (\$5,000)
 - An historical account of the journey to Medicare as prepared by the Saskatchewan Health Coalition (\$5,000)
- SUN contracted the accounting firm, Meyers, Norris, and Penny (MNP) to conduct the 2011 audit of SUN's finances. In the interest of open and transparent communications, SUN has included the auditor's report on page 20. An overview of the 2012 budget will be presented during the Annual Meeting in Moose Jaw.

I am excited to begin my second term as your First Vice-President and look forward to continuing the great work we as a Union have accomplished and meeting new challenges with the same strength and poise.

A handwritten signature in black ink that reads "Tracy M. Zambory".

Tracy Zambory, RN
First Vice-President

This has been an exciting year for SUN and I am thrilled to have been part of it. Our focus over the past year has been to protect the registered nursing profession, your role as a registered nurse and your bargaining unit.

Since 1974 SUN has been consistent in our messaging — registered nurses are critical to quality health care and patient safety. SUN conducted a survey of Saskatchewan citizens in August 2011 to measure the public's knowledge and appreciation for the role of the registered nurse. The results were of no surprise; highlights include:

- Health care is the most important issue in Saskatchewan
- 87% of those surveyed rated the quality of care delivered by a registered nurse to be excellent or good; in comparison to 77% for physicians
- Patients believe:
 - Registered nurses listened carefully and answered questions (95%)
 - Registered nurses knew and understood health concerns (89%)
 - Registered nurses performed procedures with professional knowledge (90%)
- 75% of those surveyed believe it is important to be able to identify registered nurses; however, the results noted registered nurses only identify themselves 52% of the time.

It is clear registered nurses continue to have the support of the people of Saskatchewan. To continue supporting our members and the critical role they play in health care, SUN embarked on a multi-

year public awareness campaign on the difference registered nurses make in health care and patient outcomes.

As the issues facing registered nurses today expand, and the needs of our membership grow, so must SUN. Today SUN consists of 52 staff members ranging from administrative support to information technology to our lawyer to consultants in labour relations, pension and benefits, education, public relations and communications, and our management team. To meet the needs of a growing staff, our Regina office has undergone renovations to incorporate new offices, sound proofing of existing space, and storage needs.

Technology is changing everyday and in our fast paced environment we need to keep up. SUN has spent a considerable amount of time investing in improving our information technology (IT) services by upgrading servers and preparing for future requirements to better communicate with members.

This is a very brief overview of where we have been over the past year; inside this report you will find more highlights of the exciting work SUN has undertaken. I anticipate the coming months will provide SUN with excellent opportunities to further our work, our message, and our role as registered nurses.



**Registered
nurses
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Donna Trainor

Donna Trainor, RN
Executive Director

SUN/Government of Saskatchewan Partnership

The SUN/Government of Saskatchewan Partnership data is showing consistent progress in moving toward the full-time equivalent (FTE) targets set at the onset of the Partnership Agreement.

In January 2012, a total of 51.53 FTEs remained to be allocated throughout the province.

The Health Regions are at varying levels of success in reaching their hiring targets; it is important to note that some regions have even exceeded their hiring targets.

SUN is currently exploring potential opportunities to continue our work around the SUN/Government of Saskatchewan Partnership Agreement.

Collaborative Approach

As part of SUN's continuing work on building collaborative partnerships with key stakeholders and decision makers, SUN sits on a number of committees and working groups connected to Government and Ministry of Health initiatives.

SUN's involvement in the Saskatchewan Surgical Initiative is to ensure patient safety, positive patient outcomes, and workload and capacity issues are addressed. SUN's participation at this table is vital to sustaining retention and recruitment gains, as well as ensuring the critical role of the registered nurse is recognized.

Ministry of Health's Patient-and Family-Centred Care Forum

The Ministry of Health rolled out their vision and strategy framework on patient- and family-centred care in December 2011. The Regional Health Authorities are responsible for developing their own strategic plan; plans will follow the Ministry's framework yet differ from region to region to meet their individual communities' needs.

SUN continues to be a leader in patient- and family-centred care, and therefore plays a key and influential role on the

Ministry of Health's Patient- and Family-Centred Care Forum. Advocating for the role of the registered nurse, adequate staffing, patient safety, and positive patient outcomes remains a priority for SUN.

Research Projects Recognized by Our Peers

In 2010/2011, SUN was involved in the Canadian Federation of Nurses Unions' (CFNU) *Research to Action: Applied Workplace Solutions of Nurses* project on nurse-to-patient ratios. The pilot project, based at 5th Medicine at the St. Paul's Hospital in Saskatoon, involved a multi-disciplinary team approach to improving patient outcomes through adequate staffing levels and skill mix.

The project — supported by the CFNU, SUN, the Saskatoon Health Region, and the Ministry of Health — was a huge success in bringing research based evidence to life to improve upon the patient experience and delivery of care.

The *Research to Action* project has been recognized by researchers, policy makers and decision makers across Canada. Recently, the project's findings have been published on Longwoods™ Publishing Corporation's web site.

To read the article, visit www.longwoods.com/product/download/code/22814.

Regional Retention and Recruitment Committees

The SUN/Health Region Retention and Recruitment Committees have been hard at work developing initiatives to address retention and recruitment concerns and issues in their regions.

In addition to developing professional development programs, bursaries and recruitment funds, the Committees have developed innovative ideas to improve efficiency and workplace cultures. The following highlights are only a small sample of the excellent work the Committees have been doing to improve work environments for their colleagues. (See Table 1.)

Table 1: Improving Work Environments

Health Region	Highlighted Initiatives
Cypress	<ul style="list-style-type: none"> 1) Peter Wiebe Workshops “Empathy, Fist, Slippers & Flying Canes 2) Mentorship Recognition 3) CREW – Civility Respect, Engagement in the Workplace 4) Bullying In the Workplace
Five Hills	<ul style="list-style-type: none"> 1) Staying Connected 2) Professional Development Survey 3) Creating Healthy Workplace Relationships
Keewatin Yatthé	<ul style="list-style-type: none"> 1) Education Funding – In House and Out of Region 2) Technology for Nurses
Regina	<ul style="list-style-type: none"> 1) Bursaries for Mentoring
Qu'Appelle	<ul style="list-style-type: none"> 2) Promotions of Team Building and Staff Education 3) Critical Recruitment Incentive 4) Staff Development and Education from a Safe Surgery Saves Lives and Patient First Perspective 5) Provide Opportunities for Staff Development and Education from a “Patient First” perspective
Sun Country	<ul style="list-style-type: none"> 1) Aboriginal Recruitment Campaign 2) Creating Healthy Workplace Relationships 3) Mentorship Recognition
Sunrise	<ul style="list-style-type: none"> 1) Nurses for Health Workshop 2) Tablet Initiative for Patient Safety and Retention of Nurses 3) Creating Healthy Workplace Relationships 4) Mentorship Incentive 5) OR Training
Heartland	<ul style="list-style-type: none"> 1) Fall and Spring Open Houses (Rosetown in November) 2) Refocus Group 3) Improving Integrated Nursing Care in Outlook & Unity Health Centres
Kelsey Trail	<ul style="list-style-type: none"> 1) Palliative Care Education for Nurses 2) Computer Education Program for RNs, RPNs & RN(NPs) 3) Leadership Training for Nurses 4) Legal Aspects of Nursing CNPS
Mamawetan	<ul style="list-style-type: none"> 1) Empowerment for Improvement – Courageous Conversations 2) Advanced Training on Trauma & Sexual Assault Counselling 3) Acute Care Education Bursary Fund 4) Primary Care, Population Health and Community Mental Health Education Fund
Prairie North	<ul style="list-style-type: none"> 1) Trauma Education 2) Mentorship Professional Development Fund 3) Healing Nurse to Nurse
Prince Albert Parkland	<ul style="list-style-type: none"> 1) LTC the Hidden Gem – Video clips/Facebook stories 2) Collaborative Workshop for Ambassadors of R&R 3) Recognition for Staff Engaged in Mentorship 4) Extra Ordinary Organization/Amazing People – Bob Koehler – Work Life Balance/Leadership/Team Work
Saskatoon	<ul style="list-style-type: none"> 1) Promoting Excellence in LTC 2) SUN/Saskatoon Healthy and Respectful Workplaces 3) Promotion of Rural Nursing (LTC, Acute and Community) 4) Promotion of Long Term Care Nursing (Urban)

Moving Patient- and Family-Centred Care Forward Seminars

In June 2011, SUN hosted two one-day educational seminars on patient- and family-centred care, bringing together over 400 health care professionals and administrators from across the province.

The seminars, which were well received, focused on the practical tools one requires to provide such care as well as tips on overcoming systemic barriers.

Julie Ginn-Moretz and Johanna Kauffman from the Institute of Patient- and Family-Centred Care (IPFCC) in Maryland, led the one-day event providing both a personal and professional perspective to patient- and family-centred care.

2011 Innovators Conference

On September 27, 2011, SUN's Innovators Conference on Patient- and Family-Centred Care became the first of its kind in Saskatchewan.

The Conference focused on bringing health care professionals, administrators, educators and policy makers together with one common goal — advancing patient- and family- centred care in Saskatchewan.

Presenters from across Canada gathered in Regina to share their stories, innovative ideas and solutions to improve patient- and family-centred care. Keynote speaker Mary Ferguson-Paré spoke to a captive audience about how each of us is a leader and can make a difference.

Plans for a 2012 Conference this fall are already underway.

Leader in Patient- and Family-Centred Care

SUN's Patients and Families First Initiative and work around patient- and family-centred care in the province has led us to be a stronger leader in the field among our colleagues.

In the Summer of 2011, SUN developed a brochure and 10 minute video explaining our Patients and Families First Initiative, what patient- and family-centred care involves, and how registered nurses are a critical piece to the success of patient- and family-centred care.

Many Regional Health Authorities began rolling out their own patient- and family-centred care programs in late 2011 and continue to approach SUN for reference and educational materials, as well as copies of our brochure and video, to help their own staff with the transition.

External Presentations

SUN is not only recognized as a leader in Saskatchewan on patient- and family-centred care but across the country and even with some international appeal.

Recently SUN has made numerous presentations on our Patients and Families First Initiative and Challenge. Presentations have been made at conferences such as, but not limited to:

- Health Council of Canada Patient Engagement Symposium – October 2011
- Quality Workplace Quality Health Care Conference – March 2012, Vancouver

SUN has also been selected from over 300 applicants to present an abstract on our Patients and Families First Challenge during the 5th Annual International Conference on Patient- and Family-Centred Care put on by the Institute of Patient- and Family-Centred Care (IPFCC). The Conference will be held in June 2012 in Washington, DC.



The Nursing Advisory Officers (NAOs) continue to promote and encourage SUN members to use the Work Situation Report (WSR) and Professional Practice Report (PPR) forms to document professional practice concerns and violations in their workplace.

Without documentation of issues and/or concerns, SUN's ability to resolve professional practices can be limited. SUN's Nursing Advisory Committees (NACs) have had success in having their concerns addressed and issues resolved, owing much to the determination and diligence of SUN members in documenting their concerns.

The NAOs have been busy promoting, recruiting members, and educating NACs to ensure SUN has strong, active committees

in all locals. Education for NACs continues to focus on documentation, research and evidence gathering.

In 2011, SUN members filed 656 WSRs; 563 of the WSRs filed were based on concerns around staffing levels.

In addition to their role on the Joint SUN/Regional Health Authority Retention and Recruitment Committees, SUN's Professional Practice Officers (PPOs) are heavily involved in providing expert and research-based evidence to support the critical role of the registered nurse and assist SUN in petitioning against the replacement of registered nurses with other health care providers.

Charter Challenge

In November 2011, the Saskatchewan Federation of Labour (SFL) and other plaintiff unions, along with SUN, SEIU-West and CUPE as Intervenors, were in the Court of Queen's Bench arguing that the provincial government's recent labour legislation [Bill 5, *The Public Services Essential Services (PSES) Act* and Bill 6, *The Trade Union Amendment Act*] violated the *Canadian Charter of Rights and Freedoms* (the *Charter*).

The union's challenge to the *PSES Act* was centred on the wide-sweeping aspects of the legislation and the lack of any dispute resolution mechanisms throughout the process to challenge the services deemed essential by an employer and the limited ability to challenge the number of employees (who would be named by the employer) deemed essential. The *PSES Act* also lacked any dispute resolution mechanism to resolve those issues or for binding arbitration to be considered as a method of settling a collective agreement or settle a work stoppage (a strike or lock-out),

when a significant number of employees are deemed essential.

On February 6, 2012, Justice Dennis Ball ruled that the amendments to the *PSES Act* violated employees' right to freedom of association as protected by section 2(d) of the *Charter*. Justice Ball found the *PSES Act*, in its present form, interfered with employees' right to strike and thus with their right to engage in meaningful collective bargaining. Justice Ball declared the *PSES Act* invalid and of no force or effect, however, suspended the impact of that declaration by providing the Legislature 12 months to make the necessary revisions in order for the *PSES Act* to comply with the *Charter*.

While the SFL was the lead on this action, the valuable role of SUN can be found throughout the 131 page decision, both in terms of the argument that was presented and the reliance Justice Ball placed on the opinion of our expert witnesses.

SUN looks forward to an opportunity to discuss more reasonable and workable essential services legislation with the Government in the months to come.



Essential Services

Justice Ball's February 6, 2012, decision rendering the *PSES Act* invalid, and of no force or effect, does not have an impact on SUN's negotiations with the Regional Health Authorities. Due to the 12 month suspension of the ruling, SUN is required to continue negotiating essential services agreements with the health regions and affiliates despite the *PSES Act* having been found to be unconstitutional.

At the time of publication, SUN was awaiting further information and definition of what Employers deemed as essential services as well as clarification on a number of other issues. Negotiations of an Essential Services Plan will resume when the information has been received and reviewed.

In the event that negotiations come to an impasse, SUN will remain committed to ensuring patient safety, quality health care and positive patient outcomes.

Negotiations

Negotiations for a renewed SUN/SAHO Collective Bargaining Agreement began at the end of March 2012; with numerous meeting dates scheduled into July 2012.

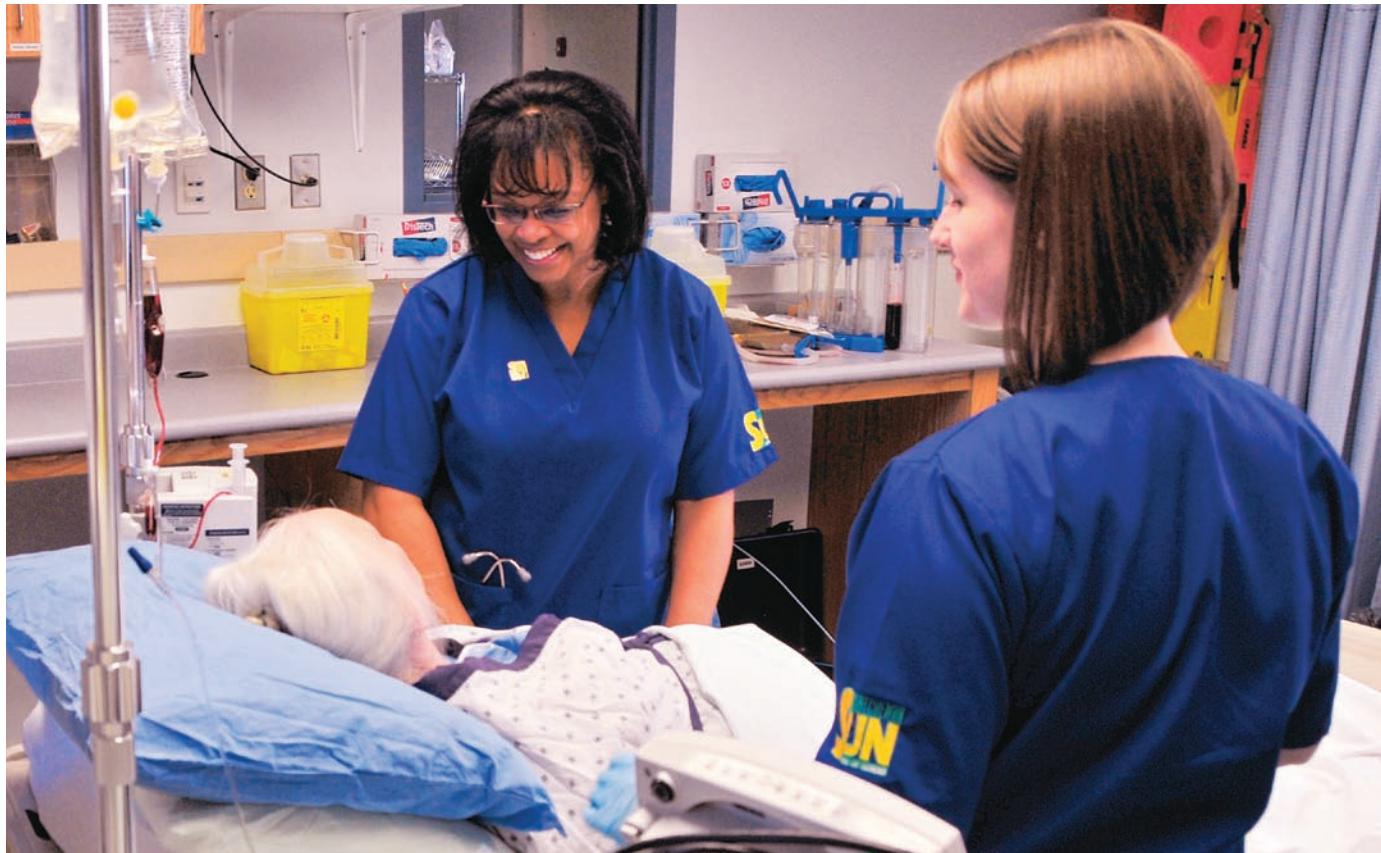
The Negotiations Committee remains committed to securing a Collective Agreement that maintains competitive wages and benefits and recognizes the critical role registered nurses play in addressing patient safety, high quality health care, and positive patient outcomes.

Keep an eye on our web site for updates from the Negotiations Committee.

Arbitration Awards

The following are grievances that were taken to arbitration in the past year. A summary of the grievance, the arbitrator's decision, and implications for SUN, if any, can be found in published issues of CONTACT.

- Double time premium or shifts cancelled within posted and confirmed where overtime premium would have applied — successful award.
- Filed two cases against the Cypress Health Region regarding failure to post positions; one settled with agreement of Local prior to hearing, when facility returned to 12 hour shifts; the other had the hearing adjourned and settlement discussions continue.
- CHESS grievances filed against Cypress Health Region adjourned for settlement discussions. Region is amending policy regarding rehiring of retired employees; settlement discussions continue regarding attendance management policy.
- Denial of family leave for travel to Philippines where appointments occurred during vacation time. SUN was unsuccessful in this award as the Arbitrator found the main purpose of leave was vacation and dismissed on specific facts of the case.



Making the Difference Campaign

In January 2012, SUN embarked on a multi-year public relations strategy to increase awareness of the critical role registered nurses play in the workplace and the difference they make in patient safety, quality of care, and positive patient outcomes.

This multi-year, multi-platform campaign features SUN members sharing their own stories about how they make a difference in their patients' lives.

In addition to television commercials, print advertising, and billboards, the ***makingthedifference.ca*** web site was developed to provide research-based evidence to support the campaign message.

Member Engagement

SUN is always thrilled, and a little overwhelmed, when we receive an incredible amount of support and enthusiasm from members wanting to be a part of a television commercial, photo shoot or want to share their personal stories in support of our larger communications plan.

Your involvement in these creative adventures allows SUN to portray real registered nurses doing what they do best — providing high quality, patient- and family-centred care. Your involvement in these activities is crucial to ensuring we portray each scenario accurately and appropriately. Thank you for taking the time to be involved.

Web Site

SUN's web site is a valuable communications tool between the Union and our members. For this very reason the SUN Board of Directors identified the web site as one of SUN's key communications tools. In order to ensure we are maximizing the benefits our web site provides, an Ad-Hoc Committee was developed to review the web site's purpose, goals/objectives, target audience(s) and what information do members — and the public — need and/or want.

Following a comprehensive review, the Regina-based web design company, OH!Media, was commissioned to give SUN's web site a new look.

The estimated date of launch for the new web site is during National Nursing Week, May 7-13, 2012.

Organizational Presence

SUN promotes our organizational strength and advocacy for adequate staffing levels, patient safety, high quality health care and positive patient outcomes on a number of different levels. SUN continues to promote the vital role of the registered nurse:

■ **Building Tomorrow's Future:** SUN participates in a variety of career fairs targeted towards high school students. SUN has taken an active role in encouraging these students to recognize everything the registered nursing profession has to offer.

In the past year SUN has attended career fairs in Regina, Saskatoon, Prince Albert, Yorkton, and Swift Current, reaching approximately 12,000 students.

■ **Supporting Nursing Students:** SUN is continuously building our relationship with the students enrolled in the nursing program at the three campuses: University of Saskatchewan (Saskatoon), University of Regina (Regina) and First Nations College (Prince Albert).

Key to building this relationship was our presence as a sponsor during the Canadian Nursing Students' Association's (CNSA) Western Regional and National Conferences. Such opportunities are key to learning what the students are interested in learning from SUN, and what they need from us as well.

■ **Nursing and Community Support:** A strong organizational presence in our social community is just as important to ensuring a presence in our nursing communities. Through the lens of patient- and family-centred care, as well as our mission and vision, SUN strives to support communities. In the past year, SUN has supported the following activities and/or events:

- Saskatchewan Registered Nurses' Association (SRNA) Annual Meeting
- Canadian Association of Advanced Practice Nurses (CAAPN) Biennial Conference
- Saskatchewan Healthcare Excellence (SHEA) Awards
- Workplace Integration of New Nurses (WINN) Annual Conference
- University of Regina Students' Union Mental Health Awareness Week
- SOS Children's Safety Magazine
- First Nations Annual Awards Ceremony
- United Way of Regina Luncheon

2011 Annual Meeting Education Day

Just like every other year, the Education Day was a huge hit and success; approximately 270 SUN members attended six different workshops to expand their union and personal knowledge. Overwhelming positive feedback from the members shows the workshops were well received and provided valuable input on what types of workshops to provide.

Education Conference

SUN's Education Conference covers a wide range of learning needs of SUN members by offering four levels of education. Those members who are new to the Union, those who actively participate in the Union and all those in between are encouraged to attend this two (2) day education event.

The 2011 Education Conference — held November 2-3, 2011, in Saskatoon — provided 92 SUN members with an opportunity to learn more about their Union, contract interpretation, the Nursing Advisory process, the grievance process, leadership, and SUN's future.

A common recommendation from the 2011 participants was that all SUN members should attend this great educational opportunity. Plans for the 2012 Education Conference are underway; watch for details in the fall.

2011 Fall Regional Workshop

During the 2011 Fall Regional Workshop (October/November), SUN set out to remind members of the difference registered nurses make in the delivery and quality of care, education and support patients and their families receive. The purpose of the workshop was to discuss the role of a registered nurse and to bring attention to the impact on the profession, the work of the bargaining unit, and on the safety of patients when registered nurses are replaced by other health care providers.

SUN staff members, along with your Board of Directors, travelled to locations across the province and reached members in Saskatoon, Regina, Yorkton, Lloydminster, Tisdale, Rosetown, Weyburn, and Swift Current.

Your feedback and the evaluations from the 2011 Fall Workshop asked for more education and discussion on the role of the registered nurse. In response, SUN has made improvements to the material and will deliver a similar workshop in April 2012.

Education Committee of Review

Improving upon the education SUN provides our members is of huge importance to SUN. To ensure SUN is meeting the needs of the membership and addressing current and relevant issues our members face each day, SUN's Education Program undergoes an annual review.

Through this review process the Committee develops new content (such as that presented during the Fall Regional Workshop) and reviews the four-tiered education program offered during the Annual Education Conference.

Regina Civic Pension Plan

In December 2009, an assessment of the level of funding needed to support the Regina Civic Pension Plan indicated that pension contributions need to be set at approximately 28%, with those costs to be shared by employees and employers.

The employers involved opposed contributing that level of funding to maintain the plan. As a result, the employer group suspended negotiations to discuss the recommended contribution rates and potential plan amendments.

The position of the unions is to maintain a Defined Benefit Pension Plan. In support of this position, the unions have been advocating to implement higher pension contributions on a temporary basis and resume negotiations to find a mutually acceptable solution.

The parties have recently resumed negotiations to resolve the issue.

Saskatchewan Healthcare Employees Pension Plan (SHEPP)

SUN continues to have an active role on the Saskatchewan Healthcare Employees Pension Plan (SHEPP) Board of Directors and Trustees.

A summary of the SHEPP Board of Directors Meetings can be found at www.sun-nurses.sk.ca.

Extended Health and Dental Benefits

In 2005, SUN and the Health Sciences Association of Saskatchewan (HSAS) launched a law suit against SAHO to dispute the ownership of the benefit plans' surplus. Negotiations for a settlement of the lawsuit continue and are moving closer to a resolve.

Improving health and dental benefits is an on-going objective of SUN; we continue to lobby for improvements to these plans.



Education and Communication

Key education and communication materials are currently in development to further support members and local leadership on issues such as pension and benefits, extended health benefits, duty to accommodate, long term disability, and retirement.

Resource materials will include SUNSpots articles, resource booklets, frequently asked question (FAQ) bulletins, and more — all resources will be available on SUN's new web site in May 2012.



The truth is nursing can be a dangerous profession; on a daily basis you come in contact with any number of items or engage in an activity that can cause you harm. Your Occupational Health and Safety (OH&S) Representatives focus on ensuring your work environment is a safe practice environment. SUN is pleased to report that all SUN locals have an active OH&S Committee.

Building a strong network of OH&S Representatives is an ongoing goal of SUN's Occupational Health and Safety Officer. Through SUNSpots articles, information bulletins, SUN's OH&S newsletter, education and networking opportunities, SUN's OH&S Representatives have a wealth of knowledge and information available to them.

In October 2011, SUN's OH&S Representatives met in Davidson to attend a one-day education session focused on shift work and fatigue management. Special guest Carolyn Schur, author of *Working 'Round the Clock: A Survival Guide for Shift and Night Workers* offered the OH&S Representatives

practical tips and tools to share with their colleagues and fellow SUN members on overcoming the challenges of shift work.

To ensure SUN members have a voice and that their concerns can be addressed through the appropriate channels, SUN has taken an active role in seeking out opportunities to improve OH&S legislation. In the Spring of 2011, SUN responded to the Government of Saskatchewan's *Improving Saskatchewan's Standard of Occupational Health and Safety* discussion paper (April 2011) and the proposed amendments to *The Occupational Health and Safety Act* in Bill 23. SUN also participated in the working group to re-write the Saskatchewan OH&S Division *Guide on Latex and Other Glove Use*.

Research-based evidence can provide tools to promote change; knowing the power research can provide SUN is actively participating in the applications for funding for the following valuable research projects focused on health and safety:

- Supporting the research project *Psychological Harassment Among Direct Care Providers: Participatory Theatre as Research and Intervention*; SUN's OH&S Officer will be SUN's representative on the project's Knowledge Translation Advisory Committee.
- Supporting and participating on the Knowledge Advisory Committee for the research project *Bullying at Work: Scoping the Literature* funded through the Canadian Institute for Health Research.
- SUN is working with CFNU, member organization OH&S officers and researchers to develop a proposal for submission to the Canadian Institute of Health Information regarding OH&S and Nursing.

SUN produces a quarterly newsletter focused on addressing OH&S concerns and educating OH&S Representatives and SUN members on potential hazards. Archived issues of the OH&S Newsletter can be found on our web site at www.sun-nurses.sk.ca.

Saskatchewan Federation of Labour (SFL)

SUN has been a proud member of the SFL since 1996. SUN plays an active role in the SFL on a number of different levels; SUN is active on the Executive Council, Collective Bargaining, Solidarity Committee, Education Committee and numerous working groups.

The 56th Annual SFL Convention was held in November 2011; SUN members received funding to attend the convention in Saskatoon. Over the course of the three-day event, delegates participated in debates on a range of topics including health and safety at work, bullying, homophobia, water policy, improving opportunities for First Nations, Métis, and Inuit people, the economy, and the environment.

The SFL plays an active role in ensuring the rights of Saskatchewan's working people are protected through legislation and policies.

Canadian Labour Congress (CLC)

The CLC is the national voice of the working people advocating on their behalf through various campaigns.

SUN was represented by members at the 26th Constitutional Convention in May 2011 (Vancouver). Themed *Good Jobs. Better Jobs. Unions make a difference*, the clear message during Convention was the need and importance to involve and engage union members and the public to move the social agenda forward.

Canadian Federation of Nurses Unions (CFNU)

As the national voice on nursing and health care issues, the CFNU works to make sure nurses' and patients' priorities are reflected in health and budgetary policy when national politicians talk "health".

The CFNU celebrated its 30th anniversary in June 2011, bringing the Convention home to the organization's birth place — Winnipeg. Over 800 nurses from across Canada came together to tackle national issues such as hospital overcrowding, nurse-patient ratios, care for seniors and the next Health Accord. The week long Convention included two education days, panel discussions on nursing leadership and international nursing issues, and a discussion on the sustainability of Medicare.

The CFNU joins numerous advocacy and health care organizations in the fight to save our public healthcare system. With the renewal of the Health Accord approaching, the CFNU is our strongest voice to ensure high quality, accessible and publicly funded health care on a national level.

On March 8, 2012, close to 100 experts on various aspects of continuing care came together in Ottawa; eight SUN members, along with Tracy Zambory, First Vice-President, attended the National Discussion on Continuing Care. The National Discussion was a call on governments to engage collectively in developing an action plan to address the deepening crisis in continuing care.

Constitutions, Bylaws and Resolutions Committee

- The Constitution, Bylaws, and Resolutions (CB&R) Committee was elected to a two (2) year term in April 2011. The Committee consists of Darcee Lapointe (Chair, Local 106), Pat Smith (Local 126), Rachel Hyatt-Hiebert (Local 69), Eleanor Lenderbeck (Local 78), and Sandy Keating (Board Liaison). The Committee is supported by Nina Johnson (Executive Assistant).
- The CB&R Committee has met three times since the 2011 Annual Meeting. The Committee reviewed and approved the submitted Local and SUN District Council Bylaws and forwarded the approved Bylaws to the SUN Board of Directors. The Constitution, Bylaws and Position Statements were updated according to the decisions carried forward from the 2011 Annual Meeting and the Board of Directors. In April 2011, we initiated a new first time delegate orientation package, modeled on the form the Manitoba Nurses' Union (MNU) uses. This change has generated a positive response from first time delegates and therefore we plan to continue using it. In January 2012, the Committee met to organize the presentation of the Amendments, Resolutions and Discussions papers for the 2012 Annual meeting.

Finance Committee

- The Finance Committee consists of Rosalee Longmoore – President, Tracy Zambory – First Vice-President, Mark Henderson (Local 75) and Tess Gieg (Local 107); ex-officio member is Executive Director, Donna Trainor.

- The Finance Committee's role includes making recommendations regarding financial implications of policy and administrative decisions to the Board; formulating annual budgets for submission to the Board; and overseeing expenditures, revenues and investment portfolios. In order to carry out these duties, the Committee met three times between April 2011 and March 2012, plus one teleconference.
- To ensure SUN's investment policy remains relevant, the Committee met with Brad Tippett from RBC Dominion Securities to review SUN's investment strategy.
- The 2012 Budget was approved on December 7, 2011, with assumptions based on 8,250 members. Details of the 2012 Budget will be discussed during the First Vice-President's report to the Annual Meeting in Moose Jaw.

Program Committee

- The Program Committee consists of Ashly Erhardt (Chair, Local 105), Jill Bouchard (Local 75), Pamela Kanciruk (Local 105), Amanda Piotrowski (Local 75), Doreen Sklapski (Local 107 and 126), and Laurelle Pachal (Board Liaison). The Committee is supported by Cheryl Krett (Office Assistant).
- In September 2011, the Program Committee was approached by the SUN Board of Directors (BOD) to provide recommendations on engaging new members. New members were identified as: new graduates, mature new graduates, members new to the province and Internationally Educated Nurses (IENs). We met twice so far as a committee and came up with various recommendations to the BOD including an introductory video for new members/ IENs, student access/participation, input in regards to social media (Twitter, Facebook, YouTube) and involvement in the direction of SUN's new web site.

- Our next project will look at what Locals are currently doing, or struggling with, to engage new members in union or local activities. We will also gain information about our new members' perspectives in relation to what attracts them to get involved. We are looking to distribute surveys on this topic during the 2012 SUN Annual Meeting. From this data, we will develop a report to submit to the Board.

Negotiations Committee

- The Provincial Negotiations Committee is comprised of 13 SUN members representing various sectors of SUN's membership. The Committee began its work during the summer months in 2011, following an intense orientation.
- In November 2011, the principles package to guide bargaining, developed by the Negotiations Committee, was accepted and passed at the 2011 Bargaining Conference in Regina.
- Starting in March 2012, the Negotiations Committee will present SUN's proposed amendments to the SUN/SAHO Collective Agreement; bargaining dates have been set through to July 2012.
- The Negotiations Committee encourages all SUN members to stay connected and up-to-date on their progress at the bargaining table by visiting SUN's web site (www.sun-nurses.sk.ca) and following us on Twitter and Facebook. An update will be provided during the Annual Meeting in Moose Jaw.
- Your Negotiations Committee is:
Rosalee Longmoore, President
Paul Kuling, Second Vice-President & Committee Chair
Deb Prevost, Regina Base Hospitals Representative
Nicole Neufeld, Saskatoon Base Hospitals Representative
Maureen Arseneau, Regional Hospitals Representative

Debbie Atkings, Long Term Care Representative
Don Yates, Mental Health Representative
Leeann Potetz-Moore, Public Health Representative
Charlene Falkiner, Community Based Facilities Representative
Lenore McMillan, Home Care Representative
Yvonne Hotzak, Integrated Facilities Representative
Louise Wilk, Canadian Blood Services Representative
Cheryl Whitehead, Extendicare Representative
Kelly Miner, Chief Negotiator & Director, Labour Relations
Carl Veistrup, ERO – Negotiations
Touly Katsiris, Office Assistant

Nominations Committee

- The Nominations Committee consists of Garth Wright (Chair, Local 106), Shannon Mychan (Local 62) and Maureen Waithman (Local 119). The Committee is supported by Deborah Graham (Office Assistant).
- Elected member Susan Karpinka was unable to remain on the Committee due to personal reasons; which saw Maureen Waithman joining the Committee.
- This year, the positions to be elected were First Vice-President, Regional Representatives for Regions 2, 4 and 6, and Base Hospital Representatives for Regina and Saskatoon. All nominees were elected to their positions by acclamation.

Management's Responsibility

To the Members of Saskatchewan Union of Nurses:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian generally accepted accounting principles. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors and Finance Committee are composed entirely of Directors who are neither management nor employees of the Saskatchewan Union of Nurses ("SUN"). The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Finance Committee has the responsibility of meeting with management and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Committee is also responsible for recommending the appointment of SUN's external auditors.

MNP LLP, an independent firm of Chartered Accountants, is appointed by the members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Committee and management to discuss their audit findings.

March 13, 2012

Donna Skain

Executive Director

Rosalie Longmire

President

Independent Auditors' Report



To the Members of Saskatchewan Union of Nurses:

We have audited the accompanying financial statements of Saskatchewan Union of Nurses, which comprise the statement of financial position as at December 31, 2011, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Saskatchewan Union of Nurses as at December 31, 2011 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Other Matter

The financial statements of the Saskatchewan Union of Nurses for the year ended December 31, 2010, were audited by another auditor who expressed an unmodified opinion on those statements on March 22, 2011.

Regina, Saskatchewan

March 13, 2012

MNP LLP
Chartered Accountants

Saskatchewan Union of Nurses
Statement of Financial Position

As at December 31, 2011

	2011	2010
Assets		
Current		
Cash	93,665	64,319
Marketable securities (Note 3)	15,578,312	14,045,873
Inventory	39,470	40,336
Prepaid expenses and deposits	97,955	108,527
Accounts receivable	808,166	764,665
	16,617,568	15,023,720
Capital assets (Note 4)	836,109	833,680
	17,453,677	15,857,400
Liabilities		
Current		
Accounts payable and accruals	1,239,012	458,627
Employee accruals (Note 8)	590,604	499,527
	1,829,616	958,154
Appropriated net assets (Note 9)	12,809,645	11,692,969
Available net assets	2,814,416	3,206,277
	15,624,061	14,899,246
	17,453,677	15,857,400

Approved on behalf of the Members

Rosalie Longmore

Director

Tracy M. Zambory

Director

Saskatchewan Union of Nurses
Statement of Operations
For the year ended December 31, 2011

	2011 <i>Budget</i> (note 12)	2011	2010
Revenue			
Member dues	10,120,245	10,312,139	9,615,985
Investments	505,063	450,400	526,607
Unrealized gain (loss) on investments	-	38,073	(156,347)
Other revenue	39,965	45,728	66,892
Total revenue	10,665,273	10,846,340	10,053,137
Expenses			
Salaries and benefits - staff	5,251,962	4,501,772	4,201,964
Salaries and benefits - members	2,003,159	1,621,231	1,015,257
Administration and occupancy (Note 7)	934,615	927,452	995,198
Promotions and publications	864,956	787,351	203,669
Amortization	-	81,391	72,930
Meetings	296,615	275,788	183,270
Donations	80,500	91,057	110,218
Grants	171,000	144,806	101,500
Affiliations	317,000	341,368	292,535
Professional fees	403,350	653,977	516,911
Travel	456,047	393,461	312,096
Accommodation	533,195	301,871	187,068
Total expenses	11,312,399	10,121,525	8,192,616
Excess (deficiency) of revenues over expenses	(647,126)	724,815	1,860,521

Saskatchewan Union of Nurses
Statement of Changes in Net Assets
For the year ended December 31, 2011

	Appropriated net assets	Available net assets	2011	2010
Net assets, beginning of year	11,692,969	3,206,277	14,899,246	13,038,725
Excess of revenues over expenses	(483,324)	1,208,139	724,815	1,860,521
Transfers from available net assets (Note 9)	1,600,000	(1,600,000)	-	-
Net assets, end of year	12,809,645	2,814,416	15,624,061	14,899,246

Saskatchewan Union of Nurses
Statement of Cash Flows
For the year ended December 31, 2011

	2011	2010
Cash provided by (used for) the following activities		
Operating activities		
Member dues	10,314,366	9,890,412
Operating expenses paid	(3,125,309)	(2,800,858)
Cash paid for salaries and benefits	(6,031,926)	(5,207,499)
Interest received	11,144	4,765
	1,168,275	1,886,820
Investing activities		
Net purchase of marketable securities	(1,055,109)	(1,791,780)
Net purchase of capital assets	(83,820)	(110,781)
	(1,138,929)	(1,902,561)
Increase (decrease) in cash resources	29,346	(15,741)
Cash resources, beginning of year	64,319	80,060
Cash resources, end of year	93,665	64,319

Saskatchewan Union of Nurses

Notes to the Financial Statements

For the year ended December 31, 2011

1. Incorporation and commencement of operations

Saskatchewan Union of Nurses ("SUN") is registered under the Trade Unions Act of Canada. The Organization's primary purpose is to play an advocacy role to protect the rights of members, individually and collectively, and to enhance the socio-economic and general welfare of members through collective bargaining, research and education.

SUN is exempt from income taxes under Section 149 of the Income Tax Act, Canada.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles as issued by the Accounting Standards Board in Canada and include the following significant accounting policies:

Marketable securities

Marketable securities are recorded at market value. Increases or decreases in market value are reported in operations as unrealized investment gain (loss).

Capital assets

Capital assets are recorded at cost. The cost for contributed capital assets is considered to be fair value at the date of contribution.

Amortization is provided using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives and the straight line method for leasehold improvements over the term of the lease.

	Rate
Buildings	4 %
Computer equipment	30 %
Furniture and fixtures	20 %
Leasehold improvements	10 years
Land improvements	8 %
Incorporation costs	7 %

Revenue recognition

Member dues are recognized in operations in the period to which they apply.

Investment income and other revenue is recognized in operations when earned.

Financial instruments

Held for trading:

SUN has classified the following financial assets and liabilities as held for trading: cash, marketable securities, accounts receivable, accounts payable and accruals, and employee accruals. These instruments are initially recognized at their fair value which are representative of the carrying cost due to their short term nature. Transactions to purchase or sell these items are recorded on the trade date, and transaction costs are immediately recognized in income.

Held for trading financial instruments are subsequently measured at their fair value. Gains and losses arising from changes in fair value are recognized immediately in the statement of operations.

Appropriation

Net assets are appropriated for specified purposes by policy of the Board of Directors. Appropriations are initially determined by an allocation of member dues and adjusted for related expenditures and transfers from (to) available net assets. The purpose of the appropriations is to set aside funds for expenditures anticipated in future years. The Board approves all transfers.

Saskatchewan Union of Nurses Notes to the Financial Statements *For the year ended December 31, 2011*

Fund accounting

In order to ensure observance of limitations and restrictions placed on the use of resources available to SUN, the accounts are maintained on a fund accounting basis. Accordingly, resources are classified for accounting and reporting purposes into funds. These funds are held in accordance with the objectives specified by the contributors or in accordance with the directives issued by the Board of Directors.

9 funds are maintained: The Operating Fund, Strike Fund, Negotiations Fund, Campaign Fund, Extended Health Benefits and Pension Fund, Legal Assistance Fund, Member Education Fund, Capital Fund, Charter Challenge Fund, and Convention Fund.

- The Operating Fund is used to account for all revenues and expenses related to general and ancillary operations of SUN.
- The Strike Fund is used to fund any strikes in which the union is involved in.
- The Negotiation Fund is used to reduce the financial burden on the yearly budget when entering the negotiations cycle.
- The Capital Fund is used to reduce the financial burden on the yearly budget to cover major capital expenditures.
- The Campaign Fund is used to reduce the financial burden on the budget while undertaking multi year campaigns.
- The Membership Education Fund is used to fund members unbudgeted internal or external education opportunities.
- The Charter Challenge Fund is used to fund the legal costs associated with the legal challenge of Bills 5 and 6 with regards to the Charter of Rights and Freedoms.
- The Extended Health Benefits and Pension Fund is used to fund legal costs associated with the lawsuit between SUN/HSAS Vs. SAHO regarding the surplus of funds prior to 2004.
- The Convention Fund is used to reduce the financial burden on the yearly budget to fund members to attend various conventions.

Measurement uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported period. Actual results could differ from management's best estimate, as additional information becomes available in the future. As adjustments become necessary, they are reported in operations in the period in which they become known.

Saskatchewan Union of Nurses
Notes to the Financial Statements
For the year ended December 31, 2011

Recent Accounting Pronouncements

Canadian accounting standards for not-for-profit organizations

In October 2010, the Accounting Standards Board (AcSB) approved the accounting standards for private sector not-for-profit organizations (NFPOs) to be included in Part III of the CICA Handbook-Accounting ("Handbook"). Part III will comprise:

- The existing "4400 series" of standards dealing with the unique circumstances of NFPOs, currently in Part V of the Handbook; and
- The new accounting standards for private enterprises in Part II of the Handbook, to the extent that they would apply to NFPOs.

Effective for fiscal years beginning on or after January 1, 2012, private sector NFPOs will have the option to adopt either Part III of the Handbook or International Financial Reporting Standards (IFRS). Earlier adoption is permitted. SUN expects to adopt Part III of the Handbook as its new financial reporting standards. SUN has not yet determined the impact of the adoption of Part III of the Handbook on its financial statements.

3. Marketable securities

Marketable securities, held by brokers, are comprised of the following:

	2011	2010
Cash	2,884	76,796
Guaranteed investment certificates	15,575,428	12,779,077
Short-term deposit accounts	-	1,190,000
	15,578,312	14,045,873

4. Capital assets

	Cost	Accumulated amortization	2011 Net book value	2010 Net book value
Land	181,000	-	181,000	181,000
Buildings	889,836	452,037	437,799	456,040
Computer equipment	465,939	342,384	123,555	112,729
Furniture and fixtures	277,453	207,579	69,874	56,852
Leasehold improvements	17,297	5,674	11,623	13,737
Land improvements	24,551	12,446	12,105	13,157
Incorporation costs	704	551	153	165
	1,856,780	1,020,671	836,109	833,680

Saskatchewan Union of Nurses
Notes to the Financial Statements
For the year ended December 31, 2011

5. Station 20 loan receivable

In 2009, the Organization provided an interest free loan in the amount of \$250,000 to Station 20 West Development Corporation in Saskatoon. The amount of the loan is to be paid in full on or before August 1, 2016. As a result of its non-interest bearing nature, the loan has been discounted and allowed for in full in 2009. The collectability of the loan continues to be uncertain.

6. Financial instruments

It is management's opinion that the Organization is not exposed to significant risk due to the nature of its financial instruments as follows:

Credit concentration

The Organization's accounts receivable consist of member dues receivable, the majority of which are from government-related entities. Management believes that there is no unusual exposure associated with the collection of these receivables.

Interest rate risk

Marketable securities consist primarily of commercial high-grade guaranteed investment certificates, in addition to mid to short term notes, and bonds; short-term deposit accounts and temporarily uninvested cash. Accordingly the portfolio maximizes coverage under the Canadian Deposit Insurance Corporation and provides for a return that is low risk and of the most favourable interest rates.

Fair value of financial instruments

The carrying value of the Organization's accounts receivable, accounts payable and accruals, and employee accruals approximates their fair value due to their short term nature.

7. Administration and occupancy expenses

Administration and occupancy expenses are comprised of the following:

	2011	2010
Office rent and utilities	154,200	159,316
Telephone	97,554	93,619
Postage	93,695	73,966
Office supplies	68,261	52,192
Equipment rentals	99,680	71,105
Contract services	144,311	102,617
Repairs and maintenance	153,990	332,494
Property taxes	20,665	23,842
Books and subscriptions	39,321	36,879
Miscellaneous	16,716	14,094
Insurance	26,409	23,552
Courier	12,650	11,522
	927,452	995,198

Saskatchewan Union of Nurses
Notes to the Financial Statements
For the year ended December 31, 2011

8. Employee accruals

Accrued employee benefits consist of the following:

	2011	2010
Vacation pay	339,146	298,778
Overtime pay	69,912	62,296
Retiring allowances	180,930	135,464
Other	616	2,989
	590,604	499,527

The retiring allowance is available to employees having 15 years of service at SUN and whom are at least 55 years of age. Upon either retirement or resignation, each employee shall receive this pay which shall be in the amount of 5 days multiplied by the employee's daily pay rate multiplied by the employee's number of years of service at SUN.

9. Appropriated net assets

	Balance beginning of year	Net expenditures	Transfers	Balance end of year
Strike fund	3,970,872	226,752	-	4,197,624
Negotiations fund	1,797,571	(242,575)	300,000	1,854,996
Campaign fund	1,587,864	59,000	1,000,000	2,646,864
Extended health benefits and pension fund	417,742	(9,311)	-	408,431
Legal assistance fund	250,000	-	-	250,000
Member education fund	822,619	(115,054)	-	707,565
Capital fund	1,563,031	17,500	-	1,580,531
Charter challenge fund	683,270	(280,769)	-	402,501
Convention fund	600,000	(138,867)	300,000	761,133
	11,692,969	(483,324)	1,600,000	12,809,645

10. Commitments

SUN has entered into various lease agreements with estimated minimum annual payments as follows:

2012	177,223
2013	166,756
2014	150,210
2015	140,181
2016	116,424
	750,794

Saskatchewan Union of Nurses
Notes to the Financial Statements
For the year ended December 31, 2011

11. Capital management

Management's objectives in managing capital is to safeguard the organization's ability to carry on business so it can continue to deliver its programs and services to its members, currently, and in the future. The Organization's capital consists solely of its net assets and there are no external restrictions on them.

Management has identified risk areas, as disclosed in Note 6, to the financial statements, where it is desirable to ensure funds are available for specific purposes. It ensures availability by appropriating its net assets based on its best estimates of future costs that may be associated with those identified risks. While formulas are used to determine the amount appropriated, the Board annually assesses the resultant amounts based on current circumstances and other operational information available to it.

In order to ensure achievement of its objectives, management has invested in marketable securities in a conservative manner so as to preserve capital and provide sufficient earnings to offset inflationary increases and other economic risks.

12. Budget information

The Board approved its operating budget based on planned expenses and current year sources of revenue on December 13, 2010. The budget balances have been attached for information purposes only and are unaudited.

13. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation.



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