

SUN Spots

OFFICIAL NEWSLETTER OF THE SASKATCHEWAN UNION OF NURSES

2013 – 2014 OPERATIONS REPORT

A Year In Review:

SUN's Operational Highlights

2013 2014



Operational

APRIL 2013 – MARCH 2014

Highlights

- President **Tracy Zambory, RN**
- First Vice-President **Denise Dick, RN**
- Second Vice-President **Paul Kuling, RN**
- Region 1 Representative **Barb Fisher, RN**
Represents SUN Districts: Keewatin Yatthé, Mamawetan Churchill River and Prince Albert Parkland
- Region 2 Representative **Lorna Tarasoff, RN**
Represents SUN Districts: Northwest, Lloydminster, Battlefords, Greenhead, Prairie West, and Midwest
- Region 3 Representative **Jason Parkvold, RN**
Represents SUN Districts: North East, North Central, Pasquia, Assiniboine Valley, East Central, and North Valley
- Region 4 Representative **Maureen Arseneau, RN**
Represents SUN Districts: Swift Current, Moose Jaw/Thunder Creek, South Country, and Rolling Southwest
- Region 5 Representative **Leslie Saunders, RPN**
Represents SUN Districts: South Central, Moose Mountain and Southeast
- Region 6 Representative **Janis Hall, RN**
Represents SUN Districts: Gabriel Springs, Central Plains, Saskatoon, and Living Sky
- Region 7 Representative **Fred Bordas, RN**
Represents SUN Districts: Touchwood Qu'Appelle, Pipestone, and Regina
- Base Hospitals Representative – Regina **Laurelle Pachal, RN**
Represents: Regina General Hospital and Pasqua Hospital
- Base Hospitals Representative – Saskatoon **Barb Abele, RN**
Represents: Saskatoon City Hospital, Royal University Hospital, and St. Paul's Hospital



We have come a long way as a union and as registered nurses this past twelve months, but our journey — our struggle — is far from over. This message marks the first anniversary of my tenure as SUN president and I have to say it's been an incredibly challenging and rewarding year.

Each day I go to work I am reminded about why I accepted this challenge. It was because I believed in something bigger than myself — I believed in my Union, my profession and in the enormous potential for achieving great things when we work together. This belief feeds me and drives me to do more each day.

When the time came to sit down and put pen to paper for this Operations Report and reflect on what SUN has accomplished this past year, I decided it would be a good idea to return to my president's acceptance speech one year ago. I spoke passionately about my dream for a stronger, more unified SUN, the undeniable power of the collective and a desire to reignite solidarity in our Union. I truly believed, and still do today, if we work together as one, we can overcome any challenge we are faced with. Today, I can proudly report we have made great strides in achieving this goal.

2013 may have seen many of the political, healthcare and professional challenges we have been facing come to a head but we also saw SUN members from every corner of the province begin to rally together in response to these challenges. From the continuation of troubling healthcare trends threatening both patient safety and our registered nursing profession to a sweeping overhaul of our province's labour laws with the passing of Bill 85 in the spring of 2013 — there has been no shortage of work for SUN. This time, however, a reinvigorated solidarity among SUN members became a force to be reckoned with.

When members saw their patients being put at risk as a result of questionable healthcare decisions and an undermining of their professional practice, they spoke out and it made a difference. By sharing patient stories, writing letters to the Minister of Health and visiting MLAs, SUN members were the catalyst for government instituting a pause on the abolishment, replacement and vacancy management of registered nurse positions. Also, the SRNA is now working with



If we work together as one, we can overcome any challenge we are faced with.

SUN and government on a desperately needed review and clarification of the role of the registered nurse as a direct result of SUN members speaking out.

These are big achievements which could not have happened without member engagement — a phenomenon I hope to see grow. We certainly have the momentum. With record member attendance at events such as the 2013 Bargaining Conference, a substantial and rapidly growing social media following, and more and more members volunteering to be a part of the ***Making the Difference*** Campaign, the seeds of solidarity have clearly begun to grow.

I knew when I stepped into the role of SUN president my first year would be a challenging one. There was a lot to learn (I am still learning each day) and a lot to accomplish (my resolve strengthens with each challenge) but I am so thankful for the support I have received.

In 2014 my goals remain the same — connecting with members on the frontlines and building solidarity and pride in SUN. This is the cornerstone of every union and the key to our strength and future success. If there was ever any doubt about this, we need just look back on what we achieved together in 2013.

In solidarity,

Tracy M. Zambory

Tracy Zambory, RN
President

I look forward to being a more engaged member of our Union and advocate for our profession.



The past year has been full of activity at SUN — and for me personally, it's been a year of new experiences and opportunities. Since being elected to the First Vice-President position in April 2013, I have been able to grow in my new role and to witness the growth of our Union and the strength of our profession. I feel truly blessed to interact with members in a new and positive way, to watch members grow as individuals and as professionals, and understand who SUN is.

SUN is our members and everything we do as registered nurses and as members of our communities. Each year SUN commits to building healthy members, a healthy union and healthy communities. We live up to this commitment by connecting with and educating our members and leaders, staying true to our union philosophy, and by supporting our communities. As registered nurses we know firsthand the impact — both the positive and negative — the social determinants of health have on society. If we are truly going to make a difference — we must start at home, in our communities.

This past year SUN donated over \$125,000 in support of building stronger, healthier communities for our members, their families and all people in

Saskatchewan. Our commitment to social well-being extends far beyond the borders of Saskatchewan, when we see people in need we jump at the chance to heal. Highlights provided on page 13.

Connecting with the next generation of registered nurses is not only enlightening but also considerably inspiring and rewarding. In my role as First Vice-President I have the pleasure of meeting nursing students both at home in Saskatchewan and nationally through the Canadian Nursing Students Association (CNSA). The CNSA's National Conference in Vancouver (January 2014) was a wonderful opportunity to hear what Canada's next generation of registered nurses are thinking and feeling about the challenges facing the profession, what nursing unions mean to them, and the transformation of healthcare. The passion and insight the nursing students bring to our profession is a wonderful reminder as to why many of us became nurses to begin with.

SUN has once again contracted the accounting firm, Meyers, Norris, and Penny (MNP) to conduct the annual audit of SUN's finances. In the interest of open and transparent communications, SUN has included the auditor's report on page 22. An overview of the 2014 budget will be presented during the Annual Meeting in Yorkton.

Looking ahead, I look forward to sharing the things I have learned over the past year with my fellow SUN members and sharing my perspective on the work SUN does on behalf of its members, our patients and our communities. Equally important, I look forward to being a more engaged member of our Union and advocate for our profession.

A handwritten signature in black ink that reads "Denise Dick". The signature is written in a cursive, flowing style.

Denise Dick, RN
First Vice-President

I would like to recognize and thank each and every one of you for the work you do on a daily basis. As registered nurses you possess an innate, high degree of compassion and a desire to truly make a difference and I am proud to be part of this community.

I would also like to acknowledge your Board of Directors and the SUN staff for ensuring we are always taking a focused and well planned approach to all of our work. Even in this rapidly changing environment, we continue to engage in new opportunities to promote registered nurses because we know that regardless of your focus of work or designation, registered nurses want to improve patient outcomes, patient safety and workplace environments.

SUN is committed to open and transparent communication with our members. Our annual Operations Report demonstrates this commitment to accountability. SUN addresses membership needs and concerns by building strong, collaborative stakeholder relationships and providing education, professional practice, labour relations and other key supports and services.

This past year has been incredibly busy. We have continued to work with Government and Regional Health Authorities to ensure patient safety remains a priority and healthcare transformation is informed by evidence and research. We also continue to face the changes and challenges to our professional environment head-on. Our goal is to ensure all decisions affecting our workplaces and professional practice do not negatively impact your ability to provide the safest, highest quality patient- and family-centred care possible. To add to this, all of our work is happening in an extremely challenging and uncertain provincial and national labour climate.

A constant area of focus has always been to help our members understand the complexities of our professional and political environments. Whether it is our collaborative relationships with Government and the Health Regions through the Tripartite Partnership, or our ongoing work with individual employers, we strive to ensure members have a realistic expectation of the time and work needed to achieve our long-term goals.

In May 2013, your Board of Directors developed the following strategic directions to ensure SUN's readiness to respond to and positively influence changes to Saskatchewan's healthcare and labour environments:

1. Build on our leadership role to maximize the potential for system-wide transformation that



We continue to engage in new opportunities to promote registered nurses.

achieves quality, safe, patient and family-centred care; and

2. Build on our credibility as a union to positively influence legislation and social agendas of governments; and
3. In consultation with our members, rejuvenate SUN's structure.

This past year SUN has dedicated the resources necessary to realize these strategic directions.

We focused on educating members about the role of the Tripartite Partnership Agreement, the impacts of new provincial labour laws and the part each individual can play in improving their workplaces, protecting patient safety and defending the registered nursing profession. We continued to improve on the labour relations support we provide, by exploring new, collaborative ways to address member workplace issues. And, we actively engaged members in SUN's advocacy work with great success, inspiring members to voice concerns with government and the SRNA and to share patient stories in support of the critical need for evidence-based reform.

Finally, we have continued to educate the public about the critical and irreplaceable role of registered nurses through our *Making the Difference* campaign. Now in its third year, the campaign has proven to be wildly successful in delivering our message.

The year ahead of us promises to be just as busy and challenging, but I truly believe we have successfully laid the foundation to affect positive change. The key is to continue to work together and to keep the conversation centered on the evidence and what we know to be fact.

Donna Trainor, RN
Executive Director



Tripartite

- Not unlike every new venture, heading into the Tripartite Agreement SUN knew it was going to take patience and perseverance before we saw real tangible results. The narrow timelines and increasing demands placed on the Regional Health Authorities by the Ministry of Health, created unforeseen barriers with progress slower than SUN expected. However, the Tripartite Agreement presented SUN with new opportunities and avenues to become a part of the conversation. Thanks to the commitment and persistence of SUN members and staff, progress has been made in a few areas.
- In 2013, the Tripartite Steering Committee appointed a Nursing and Labour Relations Leader from each of the Health Regions to act as a Champion for the partnership agreement. Each region was also assigned a Champion from the SUN Board of Directors. The role of the Champions is to act as a resource and communications link between the Steering Committee and the respective regions while providing regular reports that

identify success stories and “hotspots” that may require attention. A Champions training seminar was held in September 2013.

- Labour Relations Organizational Change forms were also finalized in September 2013 and are currently being used at a regional level to report issues and proposed changes to the Tripartite Steering Committee.
- A regularization project has been underway on 3D at the Pasqua Hospital. On February 27, 2014, a report went forward to the Regularization Steering Committee. Based on an analysis of available data and the primary issues facing the unit, the Committee has agreed to move forward with looking at a tool that will address patient acuity and complexity in relation to staffing needs.

Innovators Conference

- Today patient- and family-centred care (PFCC) is more than a philosophy or a new model of care; it has become a part of each initiative we launch, and everything we do, to achieve high quality and safe healthcare. Through a comprehensive list of keynote speakers and visionary thinkers, the **2013 Innovators Conference: Measuring the Impact**

of PFCC — held September 30 and October 1, 2013 — focused on the results behind PFCC, new initiatives guiding change in healthcare, and innovative solutions to improving patient-centred care.

- The 2013 Innovators Conference hosted a broad line-up of keynote speakers presenting their expert view on PFCC.
 - André Picard, Health Reporter, Globe and Mail
 - Dr. Joy Richards, RN, PhD, Vice-President Health Professions and Chief Nursing Executive, University Health Network (UHN)
 - Patricia Rutherford, Vice-President, Quality Improvement, Institute of Healthcare Improvement (USA)
 - Steven Lewis, President, Access Consulting Ltd. (Saskatoon) and Adjunct Professor of Health Policy, Simon Fraser University
 - Hugh MacLeod, CEO, Canadian Patient Safety Institute (CPSI)
 - Sophie Baillargeon, Assistant to the Director of Nursing, McGill University Health Centre and Maria Judd, Senior Director, Patient Engagement and Improvement, Canadian Foundation for Healthcare Improvement (CFHI)
- Developed to educate and motivate external stakeholders on the value behind patient-centred delivery of care, the success of the Innovators Conference relies on their ability to participate in the event. The demand on our external stakeholders' time and the increasing ministerial pressures placed on the key decision makers within the Health Regions, reaching our target audience has become difficult. With this in mind, SUN will be postponing the planning of future Innovators Conferences. A review will be conducted in early 2015 to re-evaluate the goals and objectives for the Conference.

Innovators Grants

- Monies raised from the 2012 Innovators Conference were used to fund two (2) \$8,000 Innovators Grants to support innovative PFCC projects in which SUN members were actively involved. Following an external review, SUN was thrilled to award the grants to:

- **Baby's Best Start – Part 2:** This project was developed as a voluntary post-natal group for parenting women, who have barriers to the social determinants of health. The group is also recognized as a forum for discussion and support for issues like post-partum depression, nutrition for mother and baby, coping with a new baby and other topics focusing on the challenges of parenting.
- **Sunrise Health Region's CFCC Video Segments:** The purpose of the video segments is to educate healthcare providers, clients, and families about client- and family-centred care (CFCC) best practices, as well as sharing personal stories and experiences of healthcare providers and clients/families. The video segments would be shared via the Sunrise Health Region website, social media, on the television monitors in public spaces/waiting rooms in our facilities, in New Employee Orientation and other educational events.

Professional Associations

- SUN continues to meet with representatives from the Saskatchewan Registered Nurses Association (SRNA) to discuss common concerns, changes to healthcare legislation, and to develop joint strategies for enhancing the role of the Registered Nurse.
- Executive Director, Donna Trainor, RN, and Beverly Balaski, RN BN MN, Nurse Research and Practice Advisor, represent SUN on the committee for the SRNA's Role Clarity Project reviewing current SRNA documents on Scope of Practice and Assignment and Delegation. This Committee is comprised of representation for the front line care providers, administration, education, research and unions.
- In addition, SUN continues to work with the staff and Council at the Registered Psychiatric Nurses Association of Saskatchewan (RPNAS) to address the concerns, changes to healthcare legislation, research opportunities, and to develop joint strategies for enhancing the role of the Registered Psychiatric Nurse.

Saskatchewan Employment Act

- On May 13, 2013, *The Saskatchewan Employment Act* (Bill 85) passed the third and final reading in the Legislative Assembly. The Act consolidates 12 pieces of labour legislation into one comprehensive Act that protects workers, promotes growth and increases accountability.
- *The Saskatchewan Employment Act* redefines the meaning of employee and introduces a new definition for supervisory employee. Based on the very nature of the work SUN members do, this new legislation can change the make-up of our membership, and challenge who is eligible to be a union member.
- The finer details of the new legislation and the impact of the new definitions will be outlined in the accompanying Regulations. At the time of publication, the new *Saskatchewan Employment Act and Regulations* were yet to be proclaimed.
- SUN's Kelly Miner, Director of Labour Relations, has been re-appointed to the Minister's Advisory Committee (MAC). The MAC role is to provide additional expert advice and recommendations to the Minister of Labour Relations and Workplace Safety on the new legislations and accompanying Regulations. At the time of publication, the meeting dates for the MAC were pending.

Federal Legislation

Bill C-525

- In June 2013, the federal Conservative government introduced a proposed piece of legislation into Parliament. *Bill C-525*, if passed, will change certification and decertification procedures in the *Canada Labour Code*, the *Parliamentary Employment and Staff Relations Act*, and the *Public Service Labour Relations Act*, making it more difficult for people in federally regulated industries like banking and transportation to join unions of their choosing and easier for dues-evaders to try to dissolve unions.
- At the time of publication, Bill C-525 had been amended slightly by the Standing Committee on Human Resources, Skills and Social Development and the Status of Person with Disabilities after review and is due to be passed into law imminently.

Bill C-377

- In June 2013, the Senate voted to send the amended Bill C-377: *An Act to Amend the Income Tax Act (Requirements for Labour Organizations)* back to the House of Commons rather than see it adopted as law in its current flawed form; however, the House had already recessed for the summer, meaning the bill would not be dealt with until the fall of 2013. Prorogation has meant that the amendments are null and void at this time and the bill is now being considered in its original form again by the Senate.
- In its original form, Bill C-377 is aimed to force unions to disclose all payments made to outside groups or individuals worth \$5,000 or more. The bill also sought to force unions to disclose the names and salaries of all employees who are paid more than \$100,000. The amended bill raised the threshold for disclosing union salaries in the bill from \$100,000 to \$444,661.
- At the time of publication, Bill C-377 was awaiting its third reading. While the author of the bill, MP Russ Hiebert, has announced he is not seeking re-election, this has no effect on the legislation he sponsored.

Arbitrations

- During the period April 2013 – March 2014, SUN referred 22 files to arbitration with the goal of ensuring consistent, fair and balanced application of SUN's Collective Agreements. Of these 22 files, 10 have been scheduled for hearings, one (1) was settled before the hearing and one (1) is in the process of being rescheduled. The 10 remaining files are in various stages of the arbitration process. During the same period, SUN received four (4) Arbitration Awards, three (3) of which were successful and one (1) the grievance was dismissed.
- Grievances that have been referred to, or heard at Arbitration, dealt with — but were not limited to — improper awarding of a vacancy, the necessity to post position(s), improper staff replacement; layoff language and discipline.
- SUN remains committed to solving members' workplace concerns as effectively and efficiently as possible through new and collaborative ways other than grievances and arbitration hearings.

Negotiations

Provincial Collective Agreement

- In April 2013, the Board of Directors set the following priorities for the next round of bargaining:
 - Workload
 - Safe Staffing
 - Solutions to healthcare delivery challenges
 - Maintenance of competitive wages and premiums
- The rapidly increasing replacement of registered nurses by other healthcare providers and the looming threat of Bill 85 — *The Saskatchewan Employment Act*, prompted the Provincial Negotiations Committee to recommend a new priority — the Protection of the Bargaining Unit. Without the ability to protect SUN members and their individual and collective rights under their collective agreements — the other priorities fade in importance as our ability to collectively act diminishes.
- The Negotiations Committee also felt Contract Application and Administration was a priority.
- The 2013 Bargaining Conference, held in November 2013 in Saskatoon, was the largest held in SUN's history with 315 members in attendance; 125 members attending their first Bargaining Conference.

- The focus of the 2013 Bargaining Conference was building on our **Strength & Solidarity** as registered nurses, as individual union members, and as a collective.
- Members in attendance showed their support for their Provincial Negotiations Committee by donning white Strength & Solidarity t-shirts as SUN kicked off our Wear White campaign. See page 10 for more details.

Canadian Blood Services

- Negotiations continue to secure the renewal of the Collective Agreement for SUN members working for Canadian Blood Service (CBS).
- Negotiations between the two parties has focused on the issues around the reduction of registered nurse hours, and the scheduling remains an issue as CBS reduces registered nurse positions.
- Negotiation meetings have been scheduled to continue through spring.

Affiliate Collective Agreements

- SUN has served our Notice to Bargain with All Nations Healing Hospital, Extencicare Canada Inc., Regina Public Schools, and Athol Murray College of Notre Dame (Wilcox). Dates for bargaining will be determined in the spring of 2014.





Stand Up & Stand Out: Wear White Campaign

- Registered nurses in Alberta and Atlantic Canada are wearing white scrub tops or shirts to show pride in their profession, to be more visible to their patients and visitors, to protect their collective rights, and draw attention to patient safety. Nurses across Canada have chosen to stand out as a way of standing up for their profession and their patients.
- By simply wearing a white scrub top or shirt to work, patients and the public can easily identify who their RN, RPN or NP is, recognize the registered nurses' commitment to their profession, and recognize the value registered nurses bring to the healthcare team.
- In December 2013, SUN members embraced a wear white campaign of their own in an effort to Stand Out as professionals and to Stand Up for patient safety and the registered nurse profession. To encourage members to show their pride in their profession and their Union, SUN now offers a white uniform with the SUN logo and members' designation embroidered on the top. To date, 573 SUN uniform tops and lab coats have been sold.



Connecting Labour Relations and Professional Practice

- This past year SUN has combined the expertise and knowledge of our labour relations and professional practice teams to strengthen SUN's ability to address member concerns. Employment Relations Officers have teamed up with SUN's three (3) Nursing Practice Officers to provide local support in developing effective strategies in addressing members concerns that resolve both professional practice and labour relations issues.
- Bridging the gap between professional practice and labour relations provides us with the ability to look at registered nursing from the perspective of practice, standard requirements and ethics in conjunction with the collective bargaining agreement. It also provides another perspective to addressing member concerns and can be validated with research and evidence, putting more of an emphasis on patient safety and safe practice environments.

Patient Safety Concerns

- Starting in the Fall of 2013 members became increasingly active in raising their concerns to SUN in regard to the replacement and abolishment of registered nurses and the negative impact these actions were having on patient safety.
- SUN took members' concerns to Ministry to urge for the abolishment, replacement and vacancy management of registered nurse positions to end. In November 2013, the Minister of Health initiated a pause on the abolishment of registered nurse positions to allow for the opportunity to conduct a comprehensive review of patient safety and how that relates to registered nurse staffing compliments. The pause was set to expire on January 31, 2014.
- Largely in part to SUN members' continued efforts in voicing their concerns through writing letters, placing phone calls and taking to social media, SUN was successful in obtaining a 30 day extension to the pause in an effort to secure the comprehensive data review.
- The pause on the abolishment, replacement and vacancy management of registered nurse positions came to an end on March 1, 2014. SUN remains committed to voicing the concerns of SUN members and promoting the vital role registered nurses play in providing high quality, cost effective, safe patient care.

Promoting Expert Training and Care

- SUN continues to promote the knowledge, skills, quality care and value registered nurses bring to our healthcare system and their direct impact on positive patient outcomes. It is through our work on various local, regional and provincial committees that SUN continues to advocate for evidence based research to promote high quality, safe patient care with appropriate staffing mixes and models of care.
- To ensure SUN's message continues to be heard, SUN's Nurse Research and Practice Advisors sit on a number of committees, representing the registered nurse profession and the interests of SUN members. These committees include, but are not limited to:
 - Saskatoon Health Region Care Delivery Review Design Committee
 - Ministry of Health Collaborative Emergency Centres Committee and Working Group
 - SRNA Role Clarity Project
 - Senior Nurse Leaders Forum

Nursing Advisory Process

- Work Situation Report (WSR) and Professional Practice Report (PPR) forms are a vital part of the Nursing Advisory process, under the SUN/SAHO Collective Agreement. WSRs enable SUN and the Health Regions to document unsafe conditions, near misses and adverse events. This process also gives RNs/RN(NP)s/RPNs, who are not able to meet their professional obligations of providing safe and proper care to their clients due to working conditions, a formal mechanism to register their concerns.
- Since 2012, SUN has seen a rise in filed WSRs — a total 860 WSRs were filed by SUN members across Saskatchewan in 2013 (29.3 percent more than in 2012).
- Documented concerns range from communication issues, medication concerns, equipment issues, and policies and procedures. However, staffing issues continue to be the top concern for SUN members.
- As a result, 84% of the 860 WSRs filed in 2013 were related to staffing concerns. In addition, 77% of Professional Practice Reports (PPRs) filed in 2013 were also related to staffing issues.

Social Media

- In 2013, SUN launched into social media with great success by becoming active on Facebook, Twitter and YouTube providing members with a new avenue to interact with SUN and fellow members.
- At the time of publication SUN had over 2,200 “likes” on its Facebook page and almost 650 Twitter followers.
- A per capita following of approximately 25% of SUN’s membership in such a short timeframe is a clear indication members are responding positively to this new platform for engagement.
- Further growth is anticipated in the year ahead, with exciting, fresh content planned for each month.

Making the Difference Campaign

- A post-analysis of the campaign’s second year indicated great success in the delivery and uptake of messaging around the critical and irreplaceable role of registered nurses in providing high quality, safe patient care.
- The findings of SUN’s annual public opinion survey, conducted in October 2013, confirm this. Registered nurse care was viewed as key to health service delivery by more than 80% of respondents, while more than three quarters identified registered nurses as experts at delivering healthcare with a majority saying registered nurses have skills no other provider can offer. These results are incredibly encouraging, but there is still much work to be done.
- In 2013, *Making the Difference* expanded into social media and movie theatres, increasing both the reach and frequency of the campaign’s messaging.
- In December 2013, two of the campaign commercials received international recognition at the Aurora Advertising Awards. The Aurora Awards is an independent, international film and video competition for commercials, corporate films, documentaries, cable, instructional and industrial videos. The *Patient Point of View* and *Time Lapse* commercials both won platinum best of show awards.
- Due to strong, established relationships with media suppliers, we were able to secure 40% bonus advertising for the year, by leveraging

reduced rates — And outstanding return on investment when coupled with public survey results demonstrating success in achieving campaign goals.

- Television delivered our message 78 times to 85% of our audience.
- Radio delivered our message approximately 10 times to 65% of the audience.
- Billboards delivered almost 27 million impressions.
- Online ads delivered almost 12 million impressions.
- Movie theatre ads delivered 659,679 impressions.

2014 Membership Survey

- During the last week of January 2014, SUN conducted our annual membership survey. Selection of members surveyed is done by random selection conducted through the research firm.
- At the time of publication, preliminary results indicated:
 - 33.2% of members reported that patient safety has deteriorated. This number is up significantly from 2013 (25.3%).
 - Three-quarters (75.3%) of members reported being aware of some times when patients in their unit were put at risk due to overall short-staffing with 34.1% of those indicating patients are frequently at risk.
 - 38.1% of members said they are aware of times when patients are put at risk specifically due to the replacement of registered nurses.
 - Safe staffing levels were deemed to be the top bargaining issue for members with over one-third (38.8%) identifying this as single most important concern, followed by protecting registered nurse positions (22.5%) and workload (18.4%).
 - One-third of members surveyed had considered leaving the registered nursing profession in the past five years, with work environment, workload and staffing levels being the most important reasons.
 - Just over one-quarter of respondents report they are currently eligible to retire.
- Details of the membership survey will be presented during the 2014 Annual Meeting in Yorkton.

Public Poll

- Healthcare dominated as an issue of top concern for Saskatchewan people, with registered nurse care seen as integral to service delivery according to the findings of SUN's annual province wide public opinion survey, in October (2013).
- The public placed high value on registered nurses capabilities.
 - Approximately six (6) in ten (10) survey respondents supported a team approach to healthcare delivery and appeared comfortable accessing care not led by their family doctor with registered nurses being their alternative team leader of choice.
 - Nearly four (4) out of five (5) respondents agreed registered nurses are experts at delivering healthcare and more than six (6) in ten (10) say registered nurses have skills no other provider can offer.
- Registered nurse care is viewed as key to health service delivery.
 - Healthcare remains the top every day issue, for most people in the province and more than four (4) out of five (5) respondents identified registered nurses as being important to service delivery. Over two-thirds of respondents, however, indicated there are too few registered nurses working in their communities.
- SUN received strong ratings for effectively representing registered nurses in the workplace, for being answerable and open to members and for contributing to improvement in healthcare.

Connecting with Tomorrow's Nurses

- Throughout the year SUN members interact with high school students across the province promoting the registered nurse profession and answering their burning questions. In 2013, SUN members connected with over 5,000 high school students in rural and urban settings.
- Connecting with future registered nurses is key to building a strong and active membership. During the year, SUN can be seen talking to nursing and health science students about the profession and role of the Union during career expos, as well as attending and sponsoring regional and national conferences for the Canadian Nursing Students' Association (CNSA).

- SUN has been working diligently with the RN and RPN programs to present throughout the educational programs. This is an important initiative as it is vital that as we welcome new members into our organization they fully understand the value and support SUN provides to them.
- In addition to presenting the 3rd and 4th year Nursing Students, SUN also hosts students during a practicum session. During their time with SUN, the students work alongside our Nursing Practice Officers to increase their knowledge of the Union, optimizing the role of the registered nurse, resolving and increasing awareness of professional practice issues and concerns, as well as promoting our profession in the workplace.
 - Fourth year Nursing Students, Kirsten Butler (August 2013 – September 2013) and Caitlin House (October 2013 – November 2013) received a well-rounded experience at SUN experiencing each of the various portfolios, including Nursing Advisory, OH&S, Professional Practice, Research and Labour Relations.

Investing in Communities

- Throughout the year SUN supports a variety of projects and events with the goal of improving the social determinants of health and advocating for those who do not have a voice. Through our donations to a variety of organizations (over \$125,000), SUN has made a difference in the lives of many — extending beyond our patients and beyond Saskatchewan.
 - United Way
 - Canadian Health Coalition
 - Canadian Centre for Policy Alternatives (CCPA)
 - Doctors Without Borders
 - Kids Help Phone
 - And many more community support organizations.
- **2013 Community Support Donation** – SUN was honoured to be able to play a part in building healthy, strong communities by making donations to two organizations that both do incredibly important work in Swift Current — the **Swift Current Community Youth Initiative** received \$20,000 and **South West Homes** received \$30,000. The Swift Current Community Youth Initiative makes youth related resources, programs and counselling readily available, affordable and easily accessible to the community. South

West Homes empowers people with intellectual disabilities to achieve their goals and be valued members of the community.

- **Station 20 West** – Through their programs, educational resources, job training and opportunities, affordable housing, and accessible healthy food at the Good Food Junction, Station 20 West (S20W) has been working to address the root causes of health problems in Saskatoon's Westside Core Neighbourhoods. S20W's resources also extend beyond the city limits supporting rural communities in the Saskatoon area. SUN believes supporting and improving the social determinants of health is central to building healthy communities. Since opening its doors, S20W has struggled to meet the needs of the communities it serves or expand their services. Seeing true value in the services S20W provides, the SUN Board of Directors solidified the partnership by forgiving the \$250,000 loan extended to the project in 2009 when it was trying to get off the ground. A focus of this continued partnership will be to explore opportunities for cooperation on health education, as this has been identified as a key component to addressing the socioeconomic conditions that are the cause of the health disparities currently seen between the poorest and most affluent of neighborhoods.
- **Farmland Legacies Legacy of One Project** – This Wynyard based not-for-profit charity focuses on addressing the needs of our own communities. The Legacy of One project is built on the philosophy that when each one of us does a little, it adds up to so much more than what you can do alone. SUN's donation of \$9,000 (approximately \$1 per member) will go towards the project's goal to develop sustainable agriculture to provide a renewable source of nutritious protein to food banks across Saskatchewan.
- **Oxfam Canada Philippines Typhoon Relief** – Through a joint fundraising effort with the Canadian Federation of Nurses Unions (CFNU) nurses across Canada raised \$40,000 to aide in the relief efforts following Typhoon Haiyan; SUN contributed \$10,000 to the relief efforts.
- **Red Cross Alberta Flood Relief** – Following the disastrous flood in southern Alberta, SUN was quick to respond with a donation of \$2,500 to the Red Cross to support the communities impacted.

- **NextUp** – SUN continues to support the education and mentorship of future leaders through our annual donation of \$5,000 to the Saskatchewan Chapter of the NextUp Leadership program.
- **Women and Children's Shelter** – Each year, at no cost to SUN, Efficom Inc. produces our pocket sized Nurses' Planner. To cover the production costs, Efficom Inc., on SUN's behalf, solicits local businesses to advertise their services to our membership; all proceeds from the advertising monies raised are donated to a women and children's shelter of SUN's choice. Shelters are chosen as per the schedule set out in Membership Policy 030-M-2007 under Community Support Projects.
 - Proceeds from the 2014 Nurses' Planner (\$6,622.95) were donated to the Battlefords Interval House Society in North Battleford.
- **Wounded Warriors** – This year SUN was honoured to make a donation (\$5,000) in recognition of the heroic sacrifices our troops and veterans have made to ensure our protection and wellbeing. The donation went towards the "Wounded Warriors Weekend" (August 2-5, 2013) in Nipawin.
- **Broadbent Institute** – The Broadbent Institute is an independent, non-partisan organization championing progressive change through the promotion of democracy, equality, and sustainability and the training of a new generation of leaders. As a union, SUN shares in these ideals and is honoured to have donated \$6,000 in 2013 to help fuel their progress.
- **Partners for Mental Health** – SUN was honoured to be acknowledged as the first CFNU member organization to donate to the CFNU's fundraising efforts in support of the Partners for Mental Health Campaign: Not Myself Today. SUN's donation of \$2,500 helped the CFNU raise over \$30,000 for mental health services in Canada.

CFNU International Solidarity Fund

- The CFNU International Solidarity Fund supports initiatives that foster solidarity with the disadvantaged, whether their being disadvantaged is a result of a natural disaster or an unfair economic and social order.
- Over the past 12 months, SUN members have donated an additional \$2,400 to the International Solidarity Fund from monies collected during Union events and meetings.

Patients & Families First

- SUN's fourth annual Patients & Families First Seminars were held on May 22, 2013, in Regina and May 23, 2013, in Saskatoon. The two one-day seminars brought a diverse group of SUN members, healthcare providers, administrators, educators and nursing students together to discuss and share their knowledge, experience and perspectives on patient- and family-centred care (PFCC). The event was very well attended with 145 registrants in each city.
- Participants had an opportunity to learn about how Saskatchewan's Health Regions are integrating PFCC and Quality Improvement (Lean) initiatives, improve their understanding of delivering PFCC, and discuss balancing ethics with professional practice through knowledgeable speakers, a patient panel, and peer feedback.
- Presenters included, Elaine Borg, a Legal Advisor with the Canadian Nurses Protective Society (CNPS) and Beverly Balaski and Colin Hein, SUN Nurse Research and Practice Advisors.

Executive Workshops

- SUN has spent the last year continuing to support our Local and SUN District Council (SDC) Treasurers through education and the necessary skills to address and understand the potential implications on SUN's financial reporting laid out in the federal private members Bill C-377.



Annual Meeting Education Day

- The 2013 Education Day focused on two key issues — Labour Pains and Better Health, Better Care, Better Teams, BEST Nursing.
- The first issue was covered by a panel of presenters who provided a provincial, national and the international perspective on the impact of regressive labour legislation.
- Keynote speaker, Rebecca Cheadle, Primary and Community Care Advisor from the UK, addressed the theme Better Health Better Care, Better Teams, BEST Nursing as she spoke of the innovative shift in the delivery of healthcare in the UK through specialized nurses.

CFNU Biennium Education Days

- 49 SUN members attended the CFNU Biennium in Toronto in June 2013. The first two days of the Biennium were designated as education days — this year's 800 participants were able to choose and attend two of the 15 offered workshops.

SUN Education Conference

- The 2013 Education Conference saw a record number of first time attendees, with 48% of those in attendance attending their first Education Conference.
- Day one of the conference provided 155 SUN members with information on the impact of regressive labour legislation. Members were encouraged to educate their fellow SUN members; communicate and exercise their democratic rights; and to feel empowered to participate in their Union.
- Day two's traditional labour school courses engaged and encouraged 116 participants to become leaders within their profession, workplace, communities and their Union.

External Union Sponsored Education

- Each year SUN Provincial provides funding for members to attend SFL and CLC sponsored conferences and schools. In 2013, there was an increase in applications to receive provincial funding to attend these events. While we could not provide funding for everyone who applied, SUN was able to fund 35 members (in total) to the following events: Human Rights, Shift Work, and Occupational Health and Safety Conferences; SFL/CLC Spring School; and Prairie School for Union Women.

Summary Offence Tickets

- Amendments to the Summary Offences Procedure Regulations, which allowed Occupational Health and Safety (OH&S) Officers (OHO) to issue Summary Offense Tickets (SOT)s to employers, contractors, supervisors and workers who violated the OH&S legislation were announced in December 2013.
- These changes significantly reduced the number of offenses for which tickets could be issued from 71 offenses to 12.
- SUN has vocally opposed SOTs since being introduced in November 2012, with particular concerns around the potential for fining charge nurses when workers being supervised failed to comply with the *OH&S Act and Regulations*. The recent, 2013 amendments, now remove the potential for SOTs in such circumstances.

Safety Alert System – Stop the Line

- In December 2013, SUN took part in a Lean event, where 60 public, labour, government, health region and healthcare organizational stakeholders from across the province were invited to participate in the creation and implementation of a Safety Alert System (SAS).
- The group designed a process map for reporting, triaging and responding to patient or staff safety concerns.

- The SAS designed, includes the concept of “Stop the Line”, where any employee or physician who encounters a potentially harmful situation is required to fix the problem where possible and immediately cease and report the issue.
- The projected timelines, as of the date of publication, for the first SAS to roll out were March 2014 at St. Paul’s Hospital in Saskatoon.

Saskatchewan Association of Safe Workplaces in Health (SASWH)

- SUN has two representatives on the SASWH Board — SUN Occupational Health and Safety Officer, Norma Wallace, serving as a Worker Director and SUN First Vice-President, Denise Dick, serving as a Director at Large.
- Previous to assuming the position of Worker Director, Norma Wallace held the position of Chair of the SASWH Board of Directors from March 2012 – June 2013.
- SASWH promotes the adoption of healthcare safety management systems and builds partnerships and initiatives that align with the goal of eliminating workplace injuries. The goal is to establish SASWH as the first choice for Occupational Health and Safety (OH&S) information and consultative and training services.





Regina Civic Pension Plan

- Discussions continue between employee and employer representatives to determine the provisions of the plan on a go forward basis.

Saskatchewan Healthcare Employees Pension Plan

- The Saskatchewan Healthcare Employees Pension Plan (SHEPP) will have a valuation report issued in September 2014 based on the financial status of the pension plan as of December 31, 2013. The last valuation report was taken as of December 2010. Valuations are required by pension legislation every three years.
- SHEPP pension investment returns were 15.6% for 2013. Currently the SHEPP pension fund is worth over \$4.1 Billion.
- There are now more than 50,000 members in the SHEPP pension plan.

CBS Pension Plan

- The Defined Benefit Pension Fund returns as of September 2013 were 8.6%. The total fund is worth \$236 million with 3,600 members across Canada. A valuation for this fund will be undertaken as of December 2013 with the report to be issued in September 2014.

Extended Health and Dental

- The surplus in the Extended Health and Enhanced Dental Plan is approximately \$102 million. SUN's portion of the plan is estimated to be approximately \$40 million.
- As members are aware, SUN had filed a lawsuit in regard to the accounting practices used in administering the plan. As of March 2014, the lawsuit has been resolved as per the Minutes of Settlement.
- In 2014 SUN, along with the other healthcare unions (CUPE, SEIU, SGEU, HSAS and RWDSU), will continue to advocate for Extended Health and Enhanced Dental Plan improvements, and the implementation of governance provisions.

Constitution, Bylaws and Resolutions Committee

- The Constitution, Bylaws and Resolutions Committee (CB&R) consists of Darcee Lapointe, RN (Chairperson, Local 106), Kushal Kumar Sharma, RN (Local 107), Rachel Hyatt-Hiebert, RN (Local 69), Patricia Smith, RPN (Local 126) and Fred Bordas, RN (Board Liaison, Local 224). The Committee is supported by Nina Johnson, Executive Assistant.
- The present CB&R Committee have met three times since the 2013 Annual Meeting to review and recommend approval of the submitted Local and SUN District Council Bylaws. As a Committee we updated the Constitution, Bylaws and the Position Statements according to the recommendations from the 2012 Annual Meeting.
- In January 2014, the Committee met to organize the presentation of the resolutions, amendments and the discussion papers for the 2014 Annual Meeting.

Finance Committee

- Your Finance Committee consists of Tracy Zambory, RN, President, Denise Dick, RN, First Vice-President, Mark Henderson, RN (Local 75) and Tess Gieg, RN (Local 107); ex-officio member is Executive Director, Donna Trainor, RN.
- 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 during the previous year:
 - October 21, 2013: Recommended approval of the 2014 budget.
 - December 5, 2013: Review of latest financial statements.
 - March 10, 2014: Recommended to the Board of Directors to accept the Audited Financial Statements.
- To ensure SUN's investment policy remains relevant, the Committee met with two representatives from RBC Dominion Securities, on October 21, 2013, to review SUN's investment portfolio.

- The 2014 Budget was approved on October 21, 2013, with assumptions based on 8,600 members. Details of the 2014 Budget will be discussed during the First Vice-President's report to the Annual Meeting in Yorkton.
- The Committee met in March 2014 with the Auditor to review the Audited Financial Statements.
- Audited statements can be found starting at page 22 of this publication.

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 2013, following an intense orientation.
- In November 2013, the principles package to guide bargaining, developed by the Negotiations Committee, was accepted and passed at the 2013 Bargaining Conference in Saskatoon.
- At time of publication, the Committee was still awaiting confirmation of bargaining dates to present SUN's proposed amendments to the SUN/SAHO Collective Agreement.
- 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.
- Your Negotiations Committee is:
 - Tracy Zambory, RN
President
 - Paul Kuling, RN
Second Vice-President and Committee Chair
 - Pamela Todd, RN
Regina Base Hospitals Representative
 - Janet Dziadyk, RN
Saskatoon Base Hospitals Representative
 - Patricia Chubb, RN
Regional Hospitals Representative
 - Yvonne Hotzak, RN
Long Term Care Representative
 - Warren Koch, RN/RPN
Member from the North

- Roberta Jors, RPN
Mental Health Representative
- Leeann Potetz-Moore, RN
Public Health Representative
- Charlene Falkiner, RN
Community Based Facilities Representative
- Lenore McMillan, RN
Home Care Representative
- Elaine Janzen, RN
Integrated Facilities Representative
- Louise Wilk, RN
Canadian Blood Services Representative
- Cheryl Whitehead, RN
Extencicare Representative
- Kelly Miner, RN
Chief Negotiator and Director,
Labour Relations
- Donna Ottenson, RN
Employment Relations Officer – Negotiations
- Colin Hein, RN, BSN
Nurse Research and Practice Advisor
- Touly Katsiris
Office Assistant

Nominations Committee

- The Nominations Committee consists of Garth Wright, RN (Chair, Local 106), Shannon Mychan, RN (Local 62) and Leslie Ann Strand, RN (Local 106). The Committee is supported by Deborah Graham (Office Assistant).
- 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 with the exception of — Board of Directors: Saskatoon Base Hospital Representative (1 position)

Program Committee

- The Program Committee consists of Carole Smulan, RN (Chair, Local 290, 9 and 246), Christine Thul, RPN (Local 266), Colleen Palchewich, RN (Local 107), Michelle Rae, RN (Local 276), Candace Lahoda, RN (Local 75) and Laurelle Pachal, RN (Board Liaison, Local 106). The Committee is supported by Cheryl Krett (Office Assistant).
- The SUN Board of Directors has given the Program Committee a permanent defined body of work: Community Support Projects. Every year, as per Membership Policy 030-M-2007, SUN selects a community where an organization(s), has the opportunity to receive our annual Community Support donation. The Committee has been busy researching community organizations in North Battleford for the 2014 donation. We are considering organizations and projects that align with the goals of SUN's vision statement of "Healthy Members, Healthy Union, Healthy Communities."
- The second part of the Committee's work is educating members in ways, and the importance, of engaging in community projects. Being active in our communities as SUN members helps raise the profile of SUN and unions and encourages dialogue that educates members, and the public about our role in social justice issues.
- Our goal is to educate members and empower individuals, locals and regions to become involved in their communities. We plan to provide feedback from SUN members as to what they have been, and continue to do, at the 2015 Annual Meeting.



Saskatchewan Federation of Labour (SFL)

- SUN has been a proud member of the SFL since 1996 and is active on the Executive Council, Solidarity and Pride Committee, Education Committee and Collective Bargaining Strike/Strategy Committee, as well as numerous working groups.
- SUN dedicates time and resources to SFL conferences and schools, allocating SUN members and staff to assist with organizing and facilitating events. SUN also sponsors wages to ensure a registered nurse is available during the SFL Kids Camps each year.
- The 58th Annual SFL Convention was held from October 30 – November 1, 2013, in Saskatoon with 51 SUN members were funded to attend the event, where they had the opportunity to participate in a variety of discussions ranging from health and safety at work to the environment and economy.
- The SFL plays a role in ensuring the rights of Saskatchewan working people are protected through legislation and policies. This past year the SFL and its affiliates have played an active role in influencing amendments to *Bill 85* prior to its passing in the spring 2013 sitting of legislature, to become the new *Saskatchewan Employment Act*.
- The SFL works with the Canadian Labour Congress (CLC) on national issues such as expressing concerns around Right to Work legislation and Bill C-377: *An Act to Amend the Income Tax Act*.

Canadian Federation of Nurses Unions (CFNU)

- In June 2013, SUN funded 49 members to attend the 2013 Biennium Convention hosted by the Ontario Nurses Association (ONA) in Toronto. Each of the 800 delegates in attendance had the opportunity to participate in 15 educational sessions while interacting with colleagues and fellow union sisters and brothers from across the country. Unique to the 2013 event was a joint rally with partners for Mental Health to highlight the importance of workplace mental health issues.
- Over the past year, the CFNU has continued to advocate for the renewal of the Health Accord, programs such as Medicare and Pharmacare, protecting and improving the Canadian Pension Plan, affordable housing, anti-poverty legislation, as well as seeking improvements to the social determinants of health.
- In October 2013, SUN President, Tracy Zambory, and Amber Alecxe, Director, Government Relations and Patients and Families First, attended the Canadian Health Minister's Summit in Toronto. The CFNU and the Canadian Nurses Association (CNA) jointly hosted a Minister's Breakfast on October 4, 2013.





Community Investments

- In 2014, SUN will be looking to invest in Community Support Projects in North Battleford. Please refer to the Membership Policy 030-M-2007 for process and guidelines.

Education

- On June 10-12, 2014 the CFNU Prairie Labour School will be held in Winnipeg. Day one will focus on membership engagement. On day two members will select and attend two of the four half day workshops that will be offered.
- The Education Conference will be offered in Regina Fall 2014. Date and location to be announced during the summer.

Government Relations

- SUN continues to voice the concerns of our membership in regard to patient safety with Ministry officials in an effort to retain the current registered nurse workforce and ensure the appropriate number of registered nurses are working in Saskatchewan facilities to meet the needs of our growing population and ensure safe, high quality care.

Making The Difference Campaign

- In the year ahead, the *Making the Difference* campaign will continue to dig deeper into the research behind the impact of appropriate registered nurse staffing and patient outcomes with video testimonials from leading Canadian researchers and SUN members. *Making the Difference* promises to continue to break new ground in 2014 and will be a great source of pride for SUN.

Nurse Research

- Moving forward into 2014, SUN and our fellow CFNU Member Organization members, will be engaging in a “Replace Like with Like” for the nursing workforce research paper.
- Dr. Maura McPhee, from the University of British Columbia’s School of Nurses, will be heading up the research, working with CFNU representatives to collect, build on, and share knowledge around the need to “replace like with like” and strategize around what that means for collective bargaining.
- SUN’s Nurses Research and Practice Advisor, Beverly Balaski, RN BN MN, will be representing SUN members on this working group.

Management's Responsibility

To the Members of Saskatchewan Union of Nurses:

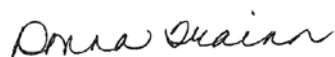
Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes selecting 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 the 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 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 18, 2014



Executive Director



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, 2013, 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 accounting standards for not-for-profit organizations, 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 generally accepted 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 Saskatchewan Union of Nurses as at December 31, 2013, and statements of operations and changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

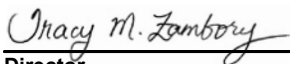
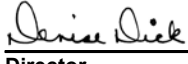
Regina, Saskatchewan

March 18, 2014

MNP LLP
Chartered Accountants

Saskatchewan Union of Nurses Statement of Financial Position

As at December 31, 2013

	2013	2012
Assets		
Current		
Cash	44,909	887,777
Marketable securities (Note 3)	11,591,241	8,596,762
Accounts receivable	617,567	627,017
Prepaid expenses and deposits	119,378	96,293
Inventory	45,868	40,949
Employee deductions receivable	945	945
	12,419,908	10,249,743
Capital assets (Note 4)	776,259	777,692
Investments (Note 5)	4,486,455	6,977,209
	17,682,622	18,004,644
Liabilities		
Current		
Accounts payable and accruals	587,583	529,980
Employee accruals (Note 8)	897,253	817,179
	1,484,836	1,347,159
Net Assets		
Appropriated net assets (Note 9)	12,699,668	13,160,478
Available net assets	3,498,118	3,497,007
	16,197,786	16,657,485
	17,682,622	18,004,644
Approved on behalf of the Board		
 Director	 Director	

Saskatchewan Union of Nurses Statement of Operations

For the year ended December 31, 2013

	2013 <i>Budget</i> <i>(note 11)</i>	2013	2012
Revenue			
Member dues	10,920,436	10,962,398	10,665,037
Investments income	505,750	366,695	416,752
Unrealized loss on investments	-	(62,108)	(17,531)
Other revenue	52,594	50,773	31,889
Total revenue	11,478,780	11,317,758	11,096,147
Expenses			
Salaries and benefits - staff	5,508,467	5,037,170	4,741,916
Salaries and benefits - members	1,880,908	1,719,980	1,338,194
Promotions and advertising	2,355,786	1,682,607	1,015,114
Administration and occupancy <i>(Note 12)</i>	1,106,112	856,485	918,179
Professional fees	469,258	599,254	584,644
Travel	682,221	491,737	350,120
Meetings	395,410	379,074	253,107
Accommodation	687,945	360,449	249,704
Affiliations	263,957	342,753	336,924
Donations	95,650	124,600	112,424
Grants	171,000	108,340	79,974
Amortization	76,800	75,008	82,423
	13,693,514	11,777,457	10,062,723
(Deficiency) excess of revenue over expenses	(2,214,734)	(459,699)	1,033,424

Saskatchewan Union of Nurses Statement of Changes in Net Assets

For the year ended December 31, 2013

	Appropriated net assets	Available net assets	2013	2012
Net assets, beginning of year	13,160,478	3,497,007	16,657,485	15,624,061
(Deficiency) excess of revenue over expenses	(1,635,810)	1,176,111	(459,699)	1,033,424
Transfers from available net assets	1,175,000	(1,175,000)	-	-
Net assets, end of year	12,699,668	3,498,118	16,197,786	16,657,485

Saskatchewan Union of Nurses Statement of Cash Flows

For the year ended December 31, 2013

	2013	2012
Cash provided by (used for) the following activities		
Operating		
Member dues	11,022,621	10,515,777
Operating expenses paid	(4,995,774)	(4,281,406)
Cash paid for salaries and benefits	(6,677,076)	(5,854,479)
Interest received	11,566	10,485
	(638,663)	390,377
Investing		
Net (purchase) disposal of marketable securities	(130,539)	428,136
Purchase of capital assets	(74,761)	(24,401)
Proceeds on disposal of capital assets	1,095	-
	(204,205)	403,735
(Decrease) increase in cash resources	(842,868)	794,112
Cash resources, beginning of year	887,777	93,665
Cash resources, end of year	44,909	887,777

Saskatchewan Union of Nurses
Notes to the Financial Statements
For the year ended December 31, 2013

1. Incorporation and nature of the organization

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 accounting standards for not-for-profit organizations as issued by the Accounting Standards Board in Canada using the following significant accounting policies:

Marketable securities and Investments

Marketable securities are recorded at fair value. Changes in market value are reported in the statement of operations as unrealized investment loss.

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is provided using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives. Amortization on leasehold improvements is provided using the straight line method 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. Other revenue relates to income earned on parking, administrative fees, annual meeting, and novelty items.

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, 2013

Fund accounting

SUN follows the deferral method of accounting for contributions and reports using fund accounting, and maintains 10 funds: The Operating Fund, Strike Fund, Negotiations Fund, Campaign Fund, Extended Health Benefits and Pension Fund, Legal Assistance Fund, Member Education Fund, Capital Fund, Legislative 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 Campaign Fund is used to reduce the financial burden on the budget while undertaking multi year campaigns.
- 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 Legal Assistance Fund is used to fund the legal assistance costs for members.
- The Membership Education Fund is used to fund members unbudgeted internal or external education opportunities.
- The Capital Fund is used to reduce the financial burden on the yearly budget to cover major capital expenditures.
- The Legislative Challenge Fund is used to fund the costs associated with the challenges to legislation that has an impact on members.
- The Convention Fund is used to reduce the financial burden on the yearly budget to fund members to attend various conventions.

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary.

Employee benefit accruals include estimates for vacation, overtime and retiring allowance that have been earned.

Accounts payable and accruals include an estimate for member leave of absences. Member leaves of absence are based on the pay rates and the number of hours of leave for each of the members.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues and expenses in the periods in which they become known.

Financial instruments

SUN recognizes its financial instruments when the SUN becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, SUN irrevocably elected to subsequently measure cash and marketable securities and investments at fair value. SUN subsequently measures all other financial assets and liabilities at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenues over expenses for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

Saskatchewan Union of Nurses
Notes to the Financial Statements
For the year ended December 31, 2013

Financial asset impairment:

SUN assesses impairment of all of its financial assets measured at cost or amortized cost. Management considers whether there has been a breach in contract, such as a default or delinquency in interest or principal payments in determining whether objective evidence of impairment exists. When there is an indication of impairment, SUN determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year. If so, SUN reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets; and the amount expected to be realized by exercising any rights to collateral held against those assets. Any impairment, which is not considered temporary, is included in current year excess of revenues over expenses.

SUN reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in the excess (deficiency) of earnings in the year the reversal occurs.

3. Marketable securities

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

	2013	2012
Cash account	17,668	2,033,904
Guaranteed investment certificates, investment savings account	11,573,573	6,562,858
	11,591,241	8,596,762

4. Capital assets

	Cost	Accumulated amortization	2013 Net book value	2012 Net book value
Land	181,000	-	181,000	181,000
Buildings	889,836	486,361	403,475	420,287
Computer equipment	487,652	374,412	113,240	89,708
Furniture and fixtures	293,865	233,111	60,754	65,903
Leasehold improvements	17,297	9,885	7,412	9,515
Land improvements	24,551	14,306	10,245	11,136
Incorporation costs	704	571	133	143
	1,894,905	1,118,646	776,259	777,692

5. Investments

SUN has various long term investments with interest rates ranging between 1.65% to 4.97% (2012 - 2% to 4.97%) and maturity dates ranging between February 2015 to March 2019 (2012 - July 2014 to Match 2019). Investments are recorded at fair value.

	2013	2012
Long term investments	4,486,455	6,977,209
	4,486,455	6,977,209

Saskatchewan Union of Nurses
Notes to the Financial Statements
For the year ended December 31, 2013

6. Station 20 loan receivable

In 2009, SUN provided an interest free loan in the amount of \$250,000 to Station 20 West Development Corporation in Saskatoon. The amount of the loan was to have been paid in full on or before August 1, 2016. As a result of its non-interest bearing nature, the loan had been discounted and allowed for in full in 2009. The loan was forgiven in the current year.

7. Financial instruments

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

Credit concentration

SUN'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

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk.

Marketable securities consist primarily of commercial high-grade guaranteed investment certificates and an investment savings account. 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.

8. Employee accruals

Accrued employee benefits consist of the following:

	2013	2012
Vacation pay	447,503	400,920
Overtime pay	83,061	75,975
Retiring allowances	365,486	340,254
Other	1,203	30
	897,253	817,179

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.

Saskatchewan Union of Nurses
Notes to the Financial Statements
For the year ended December 31, 2013

9. Appropriated net assets

	<i>Balance, beginning of year</i>	<i>Net income (expenses)</i>	<i>Transfers</i>	<i>Balance, end of year</i>
Strike fund	4,507,347	297,215	-	4,804,562
Negotiations fund	1,886,021	(324,702)	-	1,561,319
Campaign fund	2,881,873	(1,522,545)	1,459,265	2,818,593
Extended health benefits and pension fund	387,712	(2,523)	-	385,189
Legal assistance fund	250,000	-	-	250,000
Member education fund	707,586	1,679	(459,265)	250,000
Capital fund	1,598,031	17,500	-	1,615,531
Legislation challenge fund	275,708	(83,116)	-	192,592
Convention fund	666,200	(19,318)	175,000	821,882
	13,160,478	(1,635,810)	1,175,000	12,699,668

10. Commitments

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

2014	170,522
2015	162,929
2016	143,321
2017	31,990
2018	21,884
	530,646

11. Budget information

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

12. Administration and occupancy expenses

Administration and occupancy expenses are comprised of the following:

	<i>2013</i>	<i>2012</i>
Books and subscriptions	44,789	41,373
Contract services	148,990	184,356
Courier	16,937	16,199
Equipment rentals	114,316	93,279
Insurance	26,209	26,264
Miscellaneous	13,730	27,748
Office rent and utilities	166,978	169,954
Office supplies	67,778	63,497
Postage	87,697	116,320
Property taxes	20,957	21,130
Repairs and maintenance	46,434	62,408
Telephone	101,670	95,651
	856,485	918,179

13. Comparative figures

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



Return Undeliverable Canadian Addresses to:

2330 2nd Avenue
Regina, SK S4R 1A6
Telephone: 306-525-1666
Toll Free: 1-800-667-7060
Fax: 306-522-4612
E-mail: regina@sun-nurses.sk.ca
Web site: www.sun-nurses.sk.ca

Publication Agreement Number – 40065076