

SUN *Spots*

OFFICIAL NEWSLETTER OF THE SASKATCHEWAN UNION OF NURSES

VOL. 39 ISSUE 4 | 2013 BARGAINING



Strength & Solidarity

2013 BARGAINING CONFERENCE

When people think of registered nurses, words like “caring” and “compassion” are often the first things that come to mind. There is no arguing there are those innate and unique qualities that cannot be taught, but what many people forget or are unaware of is that registered nursing is also a science.



Tracy Zambory, RN
President

The knowledge and skills registered nurses possess have been acquired through extensive education and clinical experience and truly do make the difference in life or death situations.

As we prepare for the next round of contract negotiations it becomes increasingly important that employers, government and the Saskatchewan public understand this. That's where research and evidence comes in.

The fact is research shows registered nurses save lives and are sound investment for our healthcare system.

A wealth of conclusive evidence links registered nurses with better patient care and improved outcomes. Greater registered nurse staffing is associated with shorter hospital stays, a decreased risk of hospital acquired infections and complications and reduced hospital death rates.

All the evidence points to Saskatchewan's registered nursing workforce being a foundational pillar of our health care system and critical to ensuring our province's patients and their families are receiving the safest, highest quality of care possible. It's clear that if we start to erode the numbers of frontline registered nurses in spite of this evidence we begin to weaken our health care system at its very foundation and in the long run, patients will suffer.

Unfortunately, however, this is a trend we are starting to see as Regional Health Authorities scramble to meet growing budgetary pressures.

There is no question we are being forced to do more with less. Meeting the demands of our growing and aging population, who have increasingly complex medical needs requiring more of the system and those who work in it, has become a constant challenge. We certainly are at risk of falling behind, and in many respects we already have.

Transformation is not an option and in fact, in Saskatchewan, our health care system has almost become synonymous with the term. Change is a good thing, as long we always look at the “big picture” and make decisions that are both economically viable and sustainable. And most importantly, patient- and family-centred care must always take precedence over the “bottom line”.

There is no single answer to address these challenges, but one thing is certain, our province's registered nursing workforce must be at the forefront of change. They are one of Saskatchewan's greatest health care resources and cannot be lost or replaced in the midst of system-wide transformation.

A substantial body of evidence points to the need for a long-term strategy to recruit and retain a healthy registered nurse workforce in every corner of the province. This will ensure we are delivering the highest standards of patient care. Some may think such a strategy is unsustainable and equate increased registered nurse staffing with soaring costs, but research is consistently telling us the contrary.

In fact, a higher proportion of registered nurses is arguably the best way to bend the cost curve and run a safe and effective health care system. Appropriate registered nurse staffing can prevent adverse events that would prolong a patient's hospital stay. It would also ease excessive workload pressures, allowing registered nurses to practice to their full scope of knowledge and expertise, resulting in better, safer care and ultimately lower patient resource consumption.

What this all means in the long-run is medical cost savings, improved productivity, and lives saved.

Our union plays an important role in Saskatchewan's health care system, giving registered nurses a greater voice in the workplace so they can confidently be a voice for the patients and families they care for.

SUN promotes higher quality patient care by advocating for better working conditions and registered nurse staffing levels that are in line with what research points to as safest for patients. An overarching principle of patient safety and wellbeing has always, and will always, be the driving force behind our memberships bargaining priorities.

We know that registered nurses rely on the work their union performs on their behalf — it empowers them to work to their full potential and to realize their passion for helping others, which at the end of the day is the sole reason they do what they do. Registered nurses wouldn't settle for anything less and neither should the people of Saskatchewan.

SIMPLY THE BEST possible collective agreement for all SUN members — this is what your Provincial Negotiations Committee and I are committed to achieving during the next round of negotiations.

Given the uncertainty we face in the labour environment as a Union, the rapid and unprecedented changes occurring in the healthcare system and the challenges facing the registered nursing profession — this will not be an easy task. It will be an uphill battle at times but we are up to the challenge.

Our history is built on strength, solidarity, advocacy and determination. Our past successes in bargaining have not been easily won; we have fought long and hard for patient safety, safe staffing levels, improved working conditions, job security, retention and recruitment initiatives, and competitive salaries.

SUN has always been a leader in protecting the professional and collective rights of registered nurses and has often been seen as a leader in the labour movement for setting the stage for public sector bargaining. The next round of negotiations will be no different. However, the next round will take place during a very different and difficult political climate — a climate unreceptive to public sector unions.

No matter the climate or the challenges your Committee will face, we will not accept concessions. We are committed to ensuring the rights and benefits in our collective agreements today — the rights and benefits that we have rightfully earned through years of bargaining — will still be there tomorrow. SUN has quickly learned that the way we

have always done things may not provide us with the results we want and we adapted — becoming creative, proactive, collaborative and above all else responsive.

As the Second Vice-President on the Board of Directors, I am honoured to chair the Provincial Negotiations Committee. The dedicated SUN members elected to your Negotiations Committee that represent your collective interests, professional rights and the safety of our patients are a dedicated and enthusiastic group of professionals.

In the new year, your Committee will begin discussions with SAHO to negotiate a new collective agreement. This provincial agreement is of great significance for all SUN members as it serves as the framework for the collective agreements serving members not only employed by the Regional Health Authorities but also by All Nations Healing Hospital, Extencicare Canada Inc., Canadian Blood Services, Regina Public School Board and Athol Murray College of Notre Dame. Achievements at the provincial table are reached with the intention of accomplishing the same for all SUN members.



*Paul Kuling, RN
Committee Chair and
Second Vice-President*

Strength & Solidarity

Over the past 40 years SUN has shown courage, compassion, and determination. SUN has always taken the moral high ground in influencing government and social agenda to protect patients, members and our communities.

SUN continues to use our intellectual, rational, and emotional experiences to guide us while fighting for high quality, safe, universal healthcare. No matter the community they serve or the field of nursing they practice, SUN members come together advocating for our patients and our profession with the same drive and fortitude that founded our Union.

SUN is the definition of STRENGTH and SOLIDARITY.

Strength and solidarity — this is what SUN was built on. These values are what has made SUN one of the most recognizable and respected unions in Saskatchewan. The people we take care of each day see the strength in our Union, what we have accomplished for our members and the people of Saskatchewan, what we have become today and recognize what we can continue to accomplish tomorrow as a strong and influential organization for patient safety and high quality healthcare for the people in our communities.

The legislative and professional challenges that lay before us will test our strength and our solidarity, but we know from our history this will not break us. We will adapt. We will rethink our strategy in order to achieve the best possible outcomes for all SUN members and for our patients and communities. Our history is filled with moments of collective strength, advocacy, and success. These are moments

we must never forget, but we must recognize that our membership has changed, our social and political environments have changed and so are our legislative rights. Therefore we too must be open to change. We must recognize that the traditional methods may not serve us as well as they have in the past — we must look for new opportunities and strategies to reach the same goal.

The 2013 Bargaining Conference is our opportunity to look at the key issues SUN members face today; what concerns drive our membership to improve the delivery of healthcare, and what research and evidence exists to support SUN's recommendations for change. Through keynote speakers, shared experiences, and a comprehensive principle package, SUN members will gain insight into the key issues and possibilities facing SUN and the Provincial Negotiations Committee as we prepare for the next round of bargaining.

The following pages of this Special Edition of SUNSpots have been developed to help members understand the process behind developing bargaining priorities and guiding principles, the work of the Provincial Negotiations Committee and the key indicators which must be considered during bargaining.

Items such as the Guiding Principles, rationale, and strategies to date will be discussed in more detail during the Bargaining Conference.

SUN is the definition of STRENGTH and SOLIDARITY.

Strength [noun]

- 1) Mental power, force, or vigor. 2) Moral power, firmness, or courage.
- 3) Power by reason of influence, authority, resources, numbers, etc.

Solidarity [noun]

- 1) Union or fellowship arising from common responsibilities and interests, as between members of a group or between classes, peoples, etc.: to promote solidarity among union members. 2) Community of feelings, purposes, etc. 3) Community of responsibilities and interests.

We each have our own experiences and perspectives of what is happening around us in the healthcare system and our professional and labour environments. But what is the bigger picture telling us? What key indicators does SUN need to be aware of when preparing for the next round of contract negotiations? What systemic and legislative changes will have an impact on the next round of negotiations?

SUN must carefully consider the answers to these questions when setting bargaining priorities and preparing to bargain the provincial agreement. To fully understand the environment around us, SUN reviews a number of key influencers which will guide us during negotiations.

1. Member Feedback: SUN conducts an annual membership survey to continuously monitor the professional and labour environments our members face on a daily basis. Membership surveys allow SUN to review key indicators and predictors for changes in membership needs, patient care, retention and recruitment issues, and healthcare services.
2. Public Perceptions: SUN conducts an annual survey of the public reviewing their under-

standing and awareness of the critical role registered nurses play in the delivery of safe patient care.

3. Provincial Environmental Scan: SUN is continuously monitoring the political, healthcare and labour agendas in the province in order to develop a strategic, collaborative, and proactive approach to situations to benefit our members, patients, and communities.
4. National Environmental Scan: Understanding the bargaining landscape on the national level provides SUN with a better understanding of the professional and bargaining issues facing nursing unions across Canada and other public sector unions in the country.

What You Told Us: Highlights from the 2013 Membership Survey

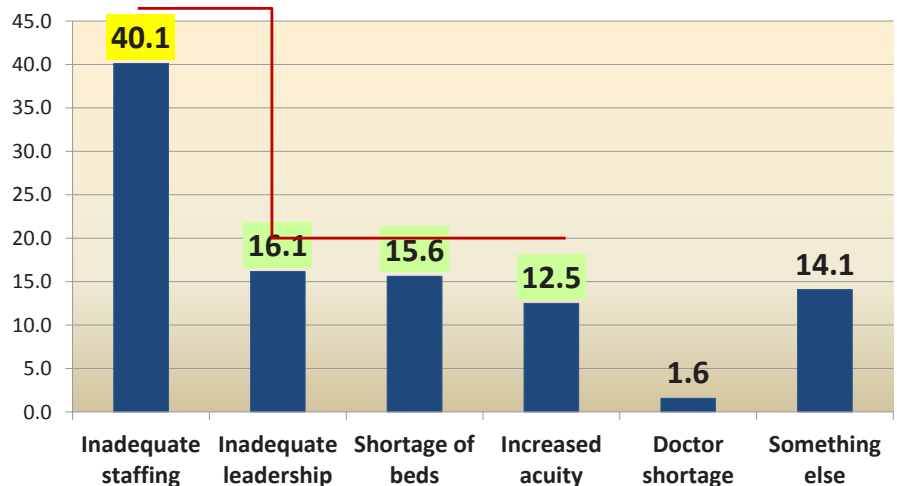
In January 2013, SUN contracted Praxis Analytics to conduct our annual membership survey. The following are highlights from the survey results pertinent to bargaining.

Nurses rate the quality of care positively: A strong majority of nurses continue to rate the patient care in their workplaces very positively. Three quarters (76.8%) give ratings of 4 or 5 while only 4.3% rate the quality of care negatively (1 or 2). The mean response level of 3.95 is very strong. All of these numbers are essentially unchanged from the past two years.

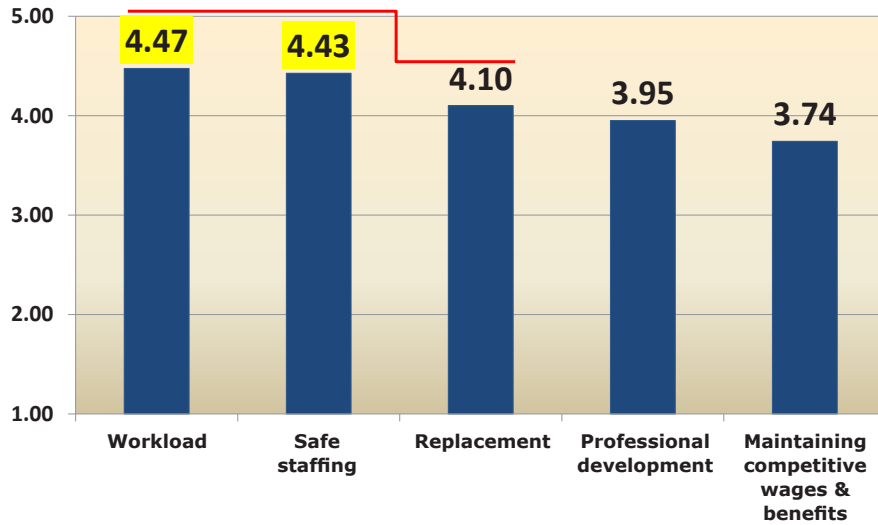
- The lowest ratings (at 3.84 & 3.87 respectively, they are nevertheless very positive) come from nurses in regional and base hospitals. The strongest ratings come from those working community-based facilities and home care, specifically in smaller communities.

Most nurses see no change in the quality of care in their workplaces from last year: 61.1% see no change in the last year (the 2012 number was almost identical at 59.9%). Among the 39% that see change, nearly twice as many (25.3%) think it has worsened rather than improved (13.7%).

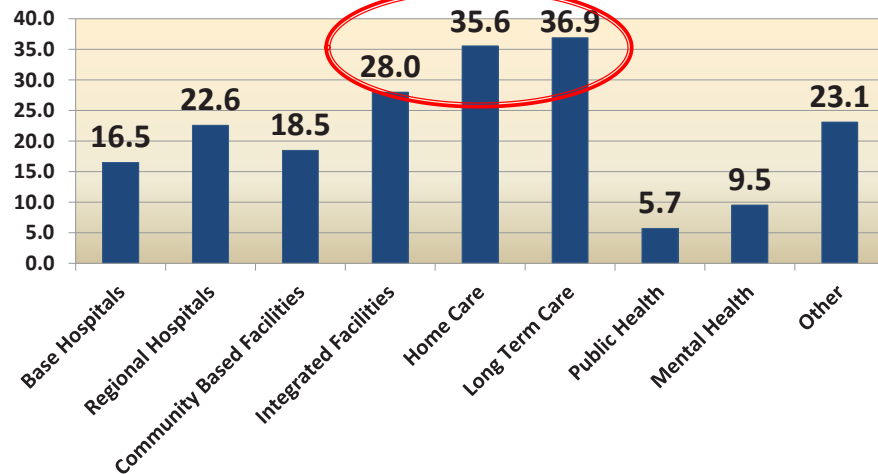
What is the single most important reason the quality of patient-centred care has deteriorated?



On a scale of 1-5, how concerned are you about the following bargaining issues in your workplace?

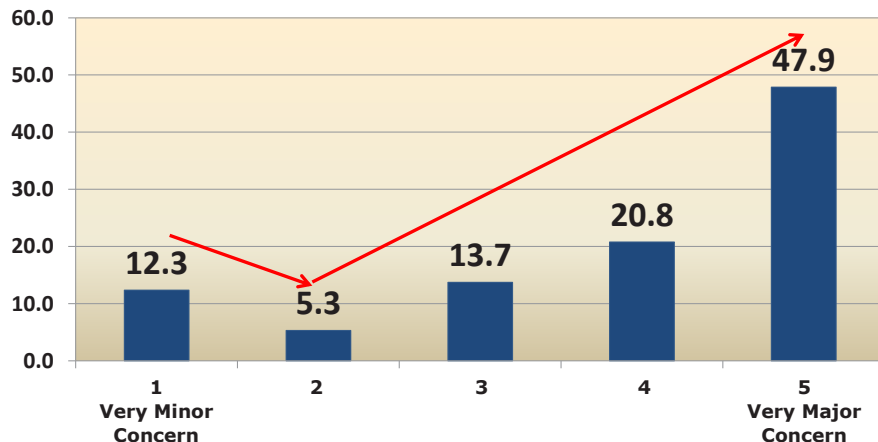


Occurrence of permanent replacement by sector



On a scale of 1-5, how concerned are you about the effect of replacing registered nurses with other providers of patient care in your workplace?

Mean = 3.87



- The largest groups of nurses (29.5% and 28.1%) observing deteriorating care work in base or regional hospitals.
- Staffing is cited as the most common reason for improvement in care (33.7%) as well as the most common reason for deterioration (40.1%).

Workload and nurse-to-patient ratio deemed top bargaining issues: Over one-third (34.6%) of nurses say that workload is the single most important issue to be addressed in the next round of bargaining, followed by nurse-to-patient ratio (29.9%).

- Nurses under age 35 are more likely than others to label workload and nurse-to-patient ratio as the most important issues. Those aged 65+ are more likely than others to say professional development is important (21.6%).

One quarter of nurses (26.9%) report working five or more hours overtime in a typical week: Among the 60.7% who work at least one hour of overtime per week, short staffing and sick leave replacement — as in previous years — attract the highest average ratings as drivers of the overtime worked (4.14 and 3.83 respectively on the 5-point scale).

- Short staffing has been rising in intensity, from 3.86 in 2011 to 3.90 in 2012 to 4.14 this year. Its importance falls as age rises.

About a quarter of nurses (23.9%) say that there are registered nurse vacancies in their workplaces that their employer has not yet posted: Openings yet to be posted are more commonly reported in the large cities (27.5%) than elsewhere in the province (small cities 10.8%).

Replacement incidence down slightly from 2012: 20.5% report their employers have replaced registered nurses with another healthcare provider on a permanent basis, a small decrease of 2.5%.

- Replacement is most common in Home Care & Long Term Care.
- LPNs are the dominant replacement at 93.0%. Just under half (45.7%) say their employer has replaced nurses on vacation or sick leave with another healthcare provider.
- One-third (33.3%) say their call-in protocols allow for replacement by LPNs, RNs or RPNs interchangeably.
- Of six listed possible areas impacted by the replacement of registered nurses, all rate highly as concerns. Patient safety (4.20) rates most concerning, followed closely by co-ordination of care (4.17). Two others show means over 4.00: patient teaching (4.13) and continuity of care (4.06).

What the Public Told Us: Highlights from the 2012 Public Survey Results

We must never underestimate the importance of what the public is saying about the profession of registered nursing. This is the second year we have conducted the survey and we were looking to see if SUN has been successful in building awareness and understanding for who registered nurses are, and how their expert training and care makes a difference in the lives of Saskatchewan patients and families. The results are quite positive.

Health dominates as the issue that matters most in the quality of respondents' daily lives, and is the issue given highest priority for provincial government attention: Health was cited by half of respondents on both counts, far ahead of the next most-mentioned factor in the quality of daily life (family and relationships, at 21.8%), or as the priority factor for attention in public policy (transportation/roads, at 13.2%). All other factors received mention levels in the single digits.

The quality of health care is rated positively, both locally and province-wide: About six in ten see the quality of health care in their communities positively, including 45.9% who rated care "good", and another 12% that rated it "excellent". Only 16.5% in total rated it negatively (9.9% "poor", and 6.6% "very poor".) One in four (25.6%) felt the care level was fair.

- 96.9% said registered nurses performed their work professionally;
- 94.6% felt registered nurses listened carefully and answered their questions
- 89.7% believed registered nurses explained what they were doing
- 83.9% said registered nurses helped them understand their medical situation and
- 80.9% indicated registered nurses made them feel like a partner in decisions about treatment.

The call to identify yourself as a registered nurse is being noticed by the public. The ease with which the profession of healthcare providers can be determined is fairly strong: 48.0% of respondents agree it is easy to identify the profession of the health care professional they deal with, which is twice the number of people who say they find it difficult (24.4%).

- 78.3% agree it is important to know the profession of the person they're dealing with. The average level of response is a very high 4.21. (This level is comparable to the 4.32 recorded with a similar query to the general public in September 2011.), and 62.4% agree it is important to identify whether they're dealing with a Registered Nurse, a Licensed Practical Nurse or a care aide.



Stock photo

Two-thirds believe there is a difference between registered nurses and LPNs: Of the 66.1% who believe there is a difference, the largest group by far (64.5%) says the main difference is in the level of education registered nurses receive.

Services of registered nurses are rated to be very important: Services from registered nurses receive an importance rating of 4.35 on the 5-point scale.

- Confidence in registered nurses (4.24) rates below pharmacists (4.45) and above doctors (4.17), police officers (3.88) and teachers (3.86).

A majority feels there are too few registered nurses working in their community: 68.3% say there are too few registered nurses, compared to 26.9% who feel there are about the right number. 4.8% said there are too many.

- The largest group (44.7%) feels the number of RNs in the community has stayed about the same. Effectively equal numbers (28% and 27.3%) feel numbers have increased or declined, respectively.

In general, respondents are comfortable accessing care not necessarily lead by a family doctor: A mean response of 3.74 indicates general comfort with care not lead by a family doctor.

- 64.1% say they would be comfortable, over quadruple the number (15.5%) who would be uncomfortable.

In addition, the public's perspective of SUN showed that, as a Union, it receives high marks for effectively representing nurses in the workplace, for being answerable and open to its members, for contributing to improvements in healthcare and for being open and honest with the public.

Provincial Environmental Scan

Due to the rapidly changing environment around us, SUN is continuously monitoring and working to strengthen and build relationships where we can further influence the political, healthcare and labour agendas in the province to benefit our members, patients and their families, and the communities we live in.

Healthcare System

SUN members are acutely aware of the many changes to the healthcare system and the delivery of healthcare facing them today — physician and registered nurse shortages, lean initiatives, workload, changes to models of care, and vacancy issues, to name a few. The trend in health continues to look to bend the cost curve adding pressure on the Regional Health Authorities (RHAs) to maximize their efficiencies as they continue to place increased importance on initiatives such as Quality Improvement and the reduction of the surgical waitlists. We know from past experiences in the 1990s, these increased budgetary pressures on the RHAs have the potential to translate into layoffs and possibly facility closures. As the results of the 2013 membership survey clearly indicated, we are seeing a continued increase in the replacement of registered nurses with other healthcare professionals — all in an effort to have a positive impact on their bottom line but at what cost to patient care without an appropriate measure of patient safety and quality of care? These budget-driven decisions do not take into account increased acuity levels or population growth and could potentially cripple the system as demands outgrow services.

Political Climate

In addition to challenges within the healthcare system, we are faced with the extreme changes to our labour laws that will have a serious impact on SUN members — specifically those working in an incharge or supervisory position. While we are still awaiting the accompanying regulations to see the finer details of the new legislation, the face value of the legislation creates uncertainty on the definition of who will continue to be covered by the provincial agreement and who can remain a member of SUN.

As SUN members are aware, the new *Saskatchewan Employment Act* (Bill 85) 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. These new definitions are something SUN must monitor and assess very carefully as we prepare for bargaining. What is the outcome of this language, how will it impact SUN and our members, and how can we minimize any negative impact? Each of these questions are being carefully considered to ensure SUN is protecting our members' best interests today and will work to secure contract language to protect those same interests into the future.

In addition to our concerns about the impact Bill 85 will have on SUN members and SUN as a Union, we are extremely alarmed about the impact the proposed changes will have on the healthcare system. SUN members are recognizing their role in quality improvement and patient- and family-centred care across the province and are embracing the opportunity to make a difference. We have questioned how the new *Saskatchewan Employment Act* will impact healthcare. How does forcing a new “supervisory” bargaining unit or barring registered nurses from belonging to a union promote efficiency and deliver safe patient care or promote stable labour relations? There is little doubt that public costs will increase with the duplication of bargaining units and increased administrative burden without any improvements to the system or for the patient.

Since 2008, SUN has built a collaborative relationship with the Ministry of Health. We have focused on improving healthcare in Saskatchewan and securing a strong and healthy registered nursing workforce in this province. We have worked together to make improvements that reflect the needs of patients, registered nurses and the delivery of healthcare through the Ministry of Health and Employers. Enacting such drastic changes to the labour laws that govern your choices, minimize your voice, and de-regulate workplaces is not in this same spirit.

This creates a cloud of uncertainty as we approach the next round of bargaining. Unions are left with little to no bargaining power, the possibility of reduced members, fragmented bargaining units and the potential of having any number of new collective bargaining agreements to negotiate as a result of the new ‘supervisor’ legislation. We will need to be adaptable and alert as we enter this unpredictable landscape.

Coast-to-Coast – The National Climate

On the national level, our fellow nurse unions are facing the same circumstances — layoffs, closures, and the replacement of nurses with other healthcare professionals. The looming threat of the discontinuation of the Health Accord* has provinces preparing for the worst and making reactive decisions based on budgetary requirements not patient acuity or population needs. Such short-term solutions are having a drastic impact on the healthcare system and the registered nursing workforce across the country.

In addition, the Conservative Federal Government has also introduced a number of legislative changes, such as Bill C-377 *An Act to Amend the Income Tax Act* and Bill C-525 *An Act to Amend The Canada Labour Code*, which has the ability to alter the role of unions, restrict our voice, reduce the growth of unions, and shift the balance of power in favour of the Employer(s).

While Saskatchewan is experiencing unprecedented growth and enjoys the lowest unemployment rate in Canada, there is a general desire for all governments to reduce the costs of providing public services. The current collective bargaining environment is showing no large settlements in the past year and while no provincial mandate has been

set for public sector bargaining, it should be noted that private sector settlements are doing better than public sector as governments across Canada reduce the costs and services of the public sector. Of note, in March 2013, the Alberta government introduced a wage freeze of zero percent (0%) for the public sector. This could be seen as foreshadowing of what is to come in Saskatchewan as Alberta has historically been one of the largest influences of the Government of Saskatchewan.

**The Canada Health Accord is an agreement reached during the 2003 First Ministers Meeting with the Federal Government. The Accord, between the provinces and the Federal Government, mandates an annual increase of six percent to the Canada Health Transfer to the provinces from 2004 until 2014. The guaranteed funding contained in the Health Accord has provided stability to the healthcare system following deep cuts in the 1990s. At the end of its ten year mandate, the Accord will have infused \$41.3 billion in additional funding into the Canadian healthcare system and increased the federal portion of funding Canadian health care from a low point of 9.8 percent in 1999, to approximately 20.4 percent today. In Saskatchewan, some of the most successful recent health care initiatives align with the targeted priorities of the Accord; for example, The Saskatchewan Surgical Initiative, which has significantly reduced surgical wait times across the province. Read more about the Canada Health Accord in the February 2012 issue of SUNSpots (page 12).*

Stay Connected with SUN and Your Committee

A quick and easy way for SUN to communicate with members is through social media and broadcast emails.

Watch for information updates, alerts and event details on our Facebook page and in our SUNBurst emails.

Not receiving SUNBurst emails? Contact database@sun-nurses.sk.ca to update or add your email to our contact list. Make sure to add SUN Communications to your contact list to avoid SUNBurst landing in your junk folders.

Like Us on Facebook for a Chance to WIN GREY CUP TICKETS!

SUN Members this one is for you! Look for the contest image (below) on our Facebook page and enter for your chance to WIN TICKETS TO THE 2013 GREY CUP and many more great prizes! You can find our Facebook page at facebook.com/SUNnurses

We're also on Twitter! @SUNnurses



As members are aware, negotiations in 2012 resulted in a roll-over two year collective agreement and a new Tripartite Agreement. This roll-over agreement resulted in very little progress in way of addressing the language issues that we had hoped to directly discuss safe staffing, workload, replacement, and retention and recruitment.

Over the past year, the Board of Directors and SUN staff have worked hard to ensure that we are taking a focused and well planned approach to all of our work within SUN. Even in this rapidly changing environment, we continue to engage in new opportunities to promote registered nurses and ensure that we are attempting to stay in front of the changing legislative environment.

The transformation of the healthcare system coupled with the guiding principles of the new Tripartite Partnership Agreement continue to provide SUN (and members) with an unprecedented opportunity to work collaboratively with Government and Employers to address professional practice and labour relations issues.

It is important for us to remember the new partnership was not intended to, nor does it, replicate or extend the previous SUN/Government Partnership Agreement, nor does it have a commitment of additional registered nurse positions or money. This new partnership continues to provide **a positive and proactive way for SUN members and Employers to address workplace issues at the front end** in a creative and collaborative manner. It represents a model or framework for a “new” approach to labour relations and ultimately collective bargaining.

This opportunity was bold and has presented challenges but its potential to support future rounds of bargaining and workplace improvements cannot be underestimated. This work means **transformational change** and a new way of doing business for not only SUN but Employers alike. The parties to the Tripartite Agreement quickly learned that while decision-making authority and processes are clear for SUN and the Ministry, structure and process were yet to be determined for collective decision making among the Regional

Health Authorities (RHAs) — all 12 RHAs operate as their own entity and make independent decisions accordingly. The parties also quickly learned that there were multiple challenges due to competing Ministry and RHA priorities.

SUN has remained committed to this work and has spent the last year committing the resources required, educating our members about the principles and concepts of the Tripartite, continuing to approach labour relations issues with open minds looking for new and collaborative ways to address workplace issues and meet patient needs safely.

SUN has recognized that change in workplaces has been slower than expected and we must acknowledge that in many instances Employers have been less engaged in the principles of the Tripartite than we had all hoped — SUN and SUN members have shared these frustrations.

Looking back over the past year’s successes and challenges, the SUN Board of Directors, along with the guidance and expertise of Kelly Miner, Chief Negotiator and Director, Labour Relations, sat down this past March (2013) to set the bargaining priorities for the next round of negotiations.

After considerable review of the environmental scan outlined on pages 5-9, which includes our annual membership survey, and careful consideration of member grievances, arbitrations, concerns and inquiries over the past two years, it was determined there has been little to no change in the bargaining climate surrounding SUN since 2011.

Therefore the bargaining priorities for negotiations commencing in 2014 would remain as:

- Workload
- Safe staffing
- Solutions to health delivery challenges
- Maintenance of competitive wages and premiums

Your Provincial Negotiations Committee is comprised of 14 members representing 12 different sectors in healthcare. While they bring different experiences and perspectives to the Committee, they all come together with one common goal in mind — to achieve the best collective agreement possible for the entire membership.

The Committee is responsible for determining and presenting the principles package to the membership during the Bargaining Conference; works in consultation with SUN's President, Chief Negotiator and Negotiations Committee Chair in the development of the proposals package prior to exchange with the Employer; and maintains communications with SUN membership throughout negotiations with the Employer.

Tracy Zambory – SUN President

Paul Kuling – Committee Chair and
Second Vice-President

Charlene Falkiner – Community Based Facilities
Representative

Cheryl Whitehead – Extencicare Representative

Vacant – Mental Health Representative

Elaine Janzen – Integrated Facilities Representative

Janet Dziadyk – Saskatoon Base Hospitals
Representative

Leeann Potetz-Moore – Public Health
Representative

Lenore McMillan – Home Care Representative

Louise Wilk – Canadian Blood Services
Representative

Pamela Todd – Regina Base Hospitals
Representative

Patricia Chubb – Regional Hospitals Representative

Warren Koch – Northern Representative

Yvonne Hotzak – Long Term Care Representative

The 2014 Committee is supported by:

Kelly Miner – Chief Negotiator and SUN Director,
Labour Relations

Donna Ottenson – Employment Relations Officer

Colin Hein – Nurse Research and Practice Advisor

Touly Katsiris – Office Assistant

In Memoriam



It is with deep sadness that we inform you of the sudden passing of Provincial Negotiations Committee member, Don Yates.

Don was a dedicated RPN, trade unionist, and SUN activist. Since becoming a SUN member in 1997 under *The Health Labour Relations Reorganization Act*, otherwise known as the *Dorsey Act*, Don held a number of leadership positions at the local, SUN District Council, and provincial levels. Don had a great depth and breadth of union history and was an expert in Constitution, Bylaw, and Policy language.

Don will always be remembered as a brilliant leader with a kind heart, open mind and great sense of humour; he will be sadly missed.

Our thoughts and prayers are with Don's family, friends and colleagues.

The SUN Board of Directors will be discussing the vacant position on the Provincial Negotiations Committee due to this tragic loss during their September 2013 Board meeting.

The format of the Bargaining Conference is a balance between educating members about the research and evidence behind the key issues facing registered nurses and a discussion on how to best meet the needs of the membership while protecting our collective and democratic rights.

During the Bargaining Conference the stage is set for the Provincial Negotiations Committee to share what they have learned through their work in preparing the principles which will guide them during negotiations with the Employer. The guiding principles are developed by the Committee — similar to the way the Board of Directors develops the Bargaining Priorities — through careful consideration and review of the environment around us and listening to the concerns of the membership we represent in relation to the priorities set by the Board of Directors.

Unlike the resolutions discussed at Annual Meeting, the guiding principles are not designed to be specific contract language or the proposals presented to the Employer. At this point in the process, the principles are presented to the membership to show the Committee's objective as each principle relates to the priorities and to provide the Committee guidance required to fully represent and understand the needs of the membership.

During negotiations education is key in understanding change — even if the change is minimal or positive. With this in mind the Provincial Negotiations Committee will be presenting the guiding principles to the membership during the Bargaining Conference along with the background and rationale as to why and how each principle fits within the priorities.

Following healthy and respectful debate and discussion of the issues during the Bargaining Conference, the Committee will take your feedback with them and use it to develop the official proposal package for exchange with the Employer.

Speak and Be Heard

Similar to the Annual Meeting, SUN members are encouraged to ask questions and provide the Committee with their feedback during discussion of the principles at the Bargaining Conference. The floor during all SUN meetings, including the Bargaining Conference, is intended to be a safe and welcoming environment for all SUN members to feel free to speak their minds in a respectful setting.

Questions and comments must be presented to the Chair of the meeting and address the issue/topic not individuals. Before approaching the microphone, take a moment to gather your thoughts, write them down to ensure you are clear and concise in your question/comment. When approaching the microphone, don't forget to state your name, local #, and whether you are a first time speaker before you state your question or comment.

To keep things running smoothly during the Bargaining Conference, SUN follows Robert's Rules of Order to conduct business. A brief overview of the Conference climate, goals, and rules of order have been provided on the following pages to assist members during the meeting.



When conducting business meetings, such as the Annual Meeting and the Bargaining Conference, SUN follows Robert’s Rules of Order. The following is a brief overview to assist members during the meeting.

Robert’s Rules of Order – Just the Basics

The purpose of “Robert’s Rules of Order” includes the following:

- Ensure majority rule
- Provide order, fairness and decorum
- Facilitate the transaction of business and expedite meetings

Basic Principles

- All members have equal rights, privileges and obligations
- Full and free discussion of every motion is a basic right
- Only one question at a time may be considered, and only one person may have the floor at any one time
- Members have a right to know what the immediately pending question is and to have it restated before a vote is taken
- No person can speak until recognized by the chair
- Personal remarks are always out of order
- A two-thirds vote is required for any motion that deprives a member of rights in any way (e.g., cutting off debate)

Role of the Presiding Officer

- Remain impartial during debate — the presiding officer must relinquish the chair in order to debate the merits of a motion
- Vote only to create or break a tie (or 2/3 for matters requiring a 2/3 vote) — exception: the presiding officer may vote on any vote by ballot
- Introduce business in proper order
- Recognize speakers
- Determine if a motion is in order
- Keep discussion germane to the pending motion
- Maintain order
- Put motions to a vote and announce results

General Procedure for Handling a Motion

- A member must obtain the floor by being recognized by the chair. Remember to state your name and local number
- Member makes a main motion (See Quick Reference Guide on page 14)
- A motion must be seconded by another member before it can be considered

- If the motion is in order, the chair will restate the motion and open debate (if the motion is debatable)
- The maker of a motion has the right to speak first in debate
- The main motion is debated along with any Subsidiary motions (e.g. “I move to amend the motion by ...”, Privileged motions (e.g. “I move to postpone the motion to ...”) and Incidental motions (e.g. “I move to divide the question.”)
- Debate on Subsidiary, Privileged and Incidental motions (if debatable) takes precedence over debate on the main motion and must be decided before debate on the main motion can continue
- Debate is closed when:
 - Discussion has ended, or
 - A two-thirds vote closes debate (“Call the question”)
- The chair restates the motion, and if necessary clarifies the consequences of affirmative and negative votes
- The chair calls for a vote, by a show of hands, asking “All in favor?” “All opposed?” and finally asking “All abstained?”
- The chair announces the result

General Rules of Debate

- No members may speak until recognized by the chair
- All discussion must be relevant to the immediately pending question
- No member can speak more than once to each motion — does not preclude points of information that may be raised
- All remarks must be addressed to the chair — no cross debate is permitted
- It is not permissible to speak against one’s own motion (but one can vote against one’s own motion)
- Debate must address issues not personalities — no one is permitted to make personal attacks or question the motives of other speakers
- The presiding officer must relinquish the chair in order to participate in debate and cannot reassume the chair until the pending main question is disposed of
- Members may not disrupt the assembly
- Rules of debate can be changed by a two-thirds vote

A Quick Reference Guide for Motions

MOTIONS IN ORDER OF PRECEDENCE

MOTION	EXAMPLE	SEC	DEBATE	AMEND	VOTE	NOTES
MAIN MOTION (may be moved only when no other motion is pending)	<i>I move that ...</i>	Yes	Yes	Yes	Majority*	Introduces business to assembly.
1. RAISE A QUESTION OF PRIVILEGE	<i>I rise to a question of privilege</i>	No	No	No	2/3	Privileged motion. Ruled upon by chair.
2. CALL FOR ORDERS OF THE DAY	<i>I call for orders of the day</i>	No	No	No	None	Privileged motion. Enforced by demand of one member.
3. LAY ON TABLE	<i>I move to lay the motion on the table</i>	Yes	No	No	Majority	Lays aside a motion when more urgent business arises.
4. CALL THE QUESTION	<i>I move to call the question</i>	Yes	No	No	2/3	If adopted, closes debate.
5. LIMIT/EXTEND DEBATE	<i>I move to limit debate to ___ minutes</i>	Yes	Yes	Yes	2/3	May change length of speeches or length of debate.
6. POSTPONE DEFINITELY	<i>I move to postpone the ... motion till next meeting</i>	Yes	Yes	Yes	Majority	Debate confined to merits of postponing question.
7. COMMIT/ RECOMMIT	<i>I move to refer this motion to a committee</i>	Yes	Yes	Yes	Majority	Debate confined to merits of referring motion to committee.
8. AMEND	<i>I move to amend the motion by ...</i>	Yes	Yes	Yes	Majority	Debatable only if applicable motion is debatable.
9. POSTPONE INDEFINITELY	<i>I move to postpone this motion indefinitely</i>	Yes	Yes	No	Majority	Debate may go into merits of main motion. Adoption kills motion.

*Except when bylaw requires 2/3 or when changes something already adopted.

QUORUM is the number of **registered** members **that are** entitled to vote **who must be present in order to legally transact the meeting's business**. SUN's Bylaw 3.10 (vi) states that the quorum for a general meeting of the union shall be a majority of those members registered in attendance on each day of the meeting. Therefore, if on any given day 300 members are registered, quorum would be 151 members. If at least 151 members remain at the meeting, business, including voting on resolutions, can proceed.

NOTE: Quorum and the number of votes required to carry a motion are two separate issues. For example, x number of members are registered on any given day. A majority of those constitute a quorum **to carry on the business of the day**. Of that quorum, a majority or 2/3 of the members **present and voting will determine if a motion passes or is defeated**.

MOTIONS WITH NO SPECIAL ORDER

MOTION	EXAMPLE	SEC	DEBATE	AMEND	VOTE	NOTES
POINT OF ORDER	<i>I rise to a point of order</i>	No	No	No	None	Ruled upon by chair. May interrupt a speaker.
APPEAL	<i>I appeal the decision of the chair</i>	Yes	Yes	No	Majority	Move at time of ruling by chair. Non-debatable if pending motion is not debated.
COMMITTEE OF THE WHOLE	<i>I move to suspend the rule and ... and ...</i>	Yes	No	No	2/3	Bylaws may never be suspended.
OBJECTION TO CONSIDERATION	<i>I object to consideration of this question</i>	No	No	No	2/3	In order only until debate on main motion begins.
COUNTED VOTE	<i>I request a vote on the motion</i>	No	No	No	None	To confirm the result of a vote one member may demand a rising vote.
DIVISION OF MOTION	<i>I move to divide the motion by ...</i>	Yes	No	Yes	Majority	Separates motion if feasible.
POINT OF INFORMATION	<i>I rise to a point of information</i>	No	No	No	None	Answered by Chair. May interrupt a speaker if important.
RECONSIDER	<i>I move to reconsider the vote on the motion re ...</i>	Yes	Yes	No	Majority	Must be made by member who voted on prevailing side. Non-debatable if motion to be reconsidered is not debatable.
TAKE FROM THE TABLE	<i>I move to take the motion re ... from the table</i>	Yes	No	No	Majority	Brings a tabled motion back to the assembly.
WITHDRAW A MOTION	<i>I ask permission to withdraw the motion</i>	Yes	No	No	Majority	Usually done by unanimous consent.

ROLE OF THE PARLIAMENTARIAN

The parliamentarian is a consultant whose role is purely an advisor and resource person for the chair and the meeting. Duties include: respond to questions of clarification about Rules of Order either by the chair or the assembly; discreetly draw to the attention of the chair any errors in following the Rules of Order; and acts as an expert on the Rules of Order to help facilitate the business of the assembly.

NOTE: A parliamentarian does not vote or debate the issues before the assembly.

Climate Goals

Collectivity

- We actively seek information and involvement before we decide and act.
- We acknowledge and value the views of each member but work together for the benefit of the whole.
- When decisions have been made, we act and talk in concert.

Democracy

- We stop, listen to, and seek understanding of ideas that are different from our own.

Equality

- There is equality, fairness and respect in all our dealings with each other.

Honesty, Integrity

- There is consistency and congruency between each person's words and actions.
- People freely express and listen to concerns, feelings and facts.
- When conflicts arise we seek resolution face to face, and in ways that are personal and respectful.

Caring, Compassion and Social Justice

- We tackle problems, not people.
- We treat each other as individuals and find ways to offer each other tangible support and care.

Rules and Privileges

- SUN climate goals will be honoured by all those in attendance.
- SUN members will be identified by wearing SUN membership cards.
- Members are required to sign in at the start of the meeting. This will be used to determine quorum.
- Speakers will use a microphone when addressing the chair.
- Speakers must be acknowledged by the chair before addressing the assembly.
- A speaker addressing the chair will state his/her name, local number and name, and SUN district.
- All remarks must be addressed to the chairperson and confined to the question before the assembly.
- All members in good standing may address the convention. (NOTE: Honourary members are not entitled to make motions.)
- Each member in attendance, with the exception of honorary members, will be entitled to one vote.
- When the doors are tiled/sealed for a standing vote or during the election process, no one will be allowed to enter or exit the meeting room.
- Staff and guests can address the convention if requested by the assembly but have no vote.
- Motions and amendments must be presented in writing to the chair.
- Urgent resolutions may be submitted to the CB&R Committee by the deadline announced.
- The SUN Annual Meeting and Bargaining Conference shall follow Robert's Rules of Order.
- All pagers and cell phones are to be turned off or on vibrate during the meeting.

All events during the 2013 Bargaining Conference will take place at the Delta Bessborough and TCU Place in Saskatoon.

Registration Information

Registration form must be received in the Regina SUN office by October 30, 2013, to ensure you receive your Meeting Package at the Bargaining Conference.

NOTE: You must bring your current SUN membership card when you register.

Registration Times at the Bargaining Conference

NOTE: You must bring your current SUN membership card when you register.

Tuesday, November 12	1900 – 2100
Wednesday, November 13	0730 – 0900
Thursday, November 14	0830 – 0900

Meeting Times

NOTE: You must show your SUN membership card for admittance to the meeting.

LOCATION: Centennial Hall (Lower Level), TCU Place

Wednesday, November 13	0900 – 1600
Thursday, November 14	0900 – 1700

Welcome Social

Tuesday, November 12, 1900 – 2200

LOCATION: TBD, Delta Bessborough Hotel
Hosted by the Provincial Negotiations Committee and Board of Directors. All SUN members welcome. Cash bar.

Conference Dinner

Wednesday, November 13

LOCATION: Centennial Hall (Lower Level)
The SUN Board of Directors and the Provincial Negotiations Committee are pleased to be hosting the first Bargaining Conference Dinner with guest speaker **Kevin Millsap from NextUp Leadership Program.**

Cocktails: 1800 hours (cash bar)

Dinner: 1830 hours

FREE bus transportation has been arranged for travel to and from the Conference Dinner from the Delta Bessborough Hotel.

Hotel Accommodations

Members are responsible for booking their own accommodations. SUN has reserved blocks at the following unionized hotel (taxes not included):

Delta Bessborough

601 Spadina Crescent East

Tel: 306.244.5521

TF: 1.800.268.1133

Rates: \$169 and \$224

Group Name: Bargaining Conference — Member Block

Cut off: Reserve by October 11, 2013

General Information

Meals

- Breakfasts and lunches are not supplied unless otherwise noted
- Coffee, tea and water will be available at all times during the Bargaining Conference
- Other beverages such as juice and soft drinks, along with some snacks, will be available during the breaks

Childcare

- Call Regina office at 1.800.667.7060 by October 11, 2013.

SUN Shoppe

- SUN promotional items will be for sale.

What to Bring

- SUNSpots Bargaining Conference Issue — this is your workbook for the meeting
- Other — Coffee mug, water bottle and snacks

A Fragrance and Smoke Free Event

In accordance with **Membership Policy 012-M-2007**, the Bargaining Conference will be designated as a scent-free and smoke-free event.

This is a “Scent-Free” event to ensure a pleasurable environment for our members with allergies. Please refrain from wearing any scented colognes, lotions or hair products during the Bargaining Conference and affiliated events.

Smoking is permitted in the areas designated by TCU Place only.

Who Receives Funding? As per Membership Policy 038-M-2007, there are four options for funding from SUN Provincial available to SUN members in attendance at the Bargaining Conference.

1. Members of the Board of the Directors
2. Members sitting on a current Committee
3. SDC Chairpersons (or alternate)
4. SDC representative — one representative per facility/agency

Approved Funding for Board of Directors and Committee Members

As per **Membership Policy 038-M-2007**, all Board and standing committee members, Position Evaluation Committee, Provincial Returning Officer, Negotiations Committees and SUN members on SFL/CLC committees shall be funded to attend SUN's Bargaining Conference. Approved funding shall be limited to:

Salary

- For scheduled shifts (paid Union Leaves): The Employer pays you directly and SUN reimburses your Employer for one shift per day of the event you are in attendance.
- If attending on a day off, SUN Provincial pays you directly for 8 hours per day of attendance (a TD1 on file at SUN Provincial is required).

Travel

- Kilometrage will be paid for travel in excess of 50 kms one-way as determined annually by the Board of Directors in the budget.
- As per Membership Policy 038-M-2007, travel time will be compensated for.

Accommodations

- Members are responsible to book and pay for their own accommodations; please submit your receipt with your expense claim form for reimbursement. A block of rooms has been reserved at the Delta Bessborough in Saskatoon.
- Accommodations will be reimbursed based on shared accommodations. Room share partners must be identified on your expense claim form. If you do not wish to share a standard room with another SUN member, SUN will reimburse you for half of the room cost.

Meals

- Meal per diems will be issued for each day of the event (max. \$51.00/day of event). Reimbursement will not be provided for meals included with the event.
- If staying in a hotel, any in-room dining charges must be reconciled on check out.

Other Expenses

- SUN Provincial will cover the cost of parking expenses; receipts must be attached to your expense claim to be reimbursed.

Approved Funding for SDC Chairpersons, Representatives (or Alternates)

As per **Membership Policy 038-M-2007**, funding shall be available for each SUN District Council (SDC) Chairperson, or alternate, as well as one (1) SDC representative or alternate from each facility/agency to attend the Bargaining Conference. Approved funding shall be limited to:

Salary

- For scheduled shifts (paid Union Leaves): The Employer pays you directly and SUN reimburses your Employer for one shift per day of the event you are in attendance.
- If attending on a day off, SUN Provincial pays you directly for 8 hours per day of attendance (a TD1 on file at SUN Provincial is required).

Travel

- Kilometrage will be paid for travel in excess of 50 kms one-way as determined annually by the Board of Directors in the budget.
- As per Membership Policy 038-M-2007, travel time will be compensated for.

Accommodations

- Members are responsible to book and pay for their own accommodations; please submit your receipt with your expense claim form for reimbursement. A block of rooms has been reserved at the Delta Bessborough in Saskatoon.
- Accommodations will be reimbursed based on shared accommodations. Room share partners must be identified on your expense claim form. If you do not wish to share a standard room with another SUN member, SUN will reimburse you for half of the room cost.

Meals

- As per Membership Policy 038-M-2007, reimbursement will not be provided for meals.
- If staying in a hotel, any in-room dining charges must be reconciled on check out.

Other Expenses

- SUN Provincial will cover the cost of parking expenses; receipts must be attached to your expense claim to be reimbursed.

Participants are encouraged to approach their SDC or Local Executive for those expenses that are not covered by SUN Provincial.

Member Expectations

In accordance with **Membership Policy 042-M-2009**, provincially funded members are expected to attend all portions of the business sections of the Meeting. If for any reason the member must be absent for a portion of the event, it is the member’s responsibility to notify the President. Members are expected to provide notification as soon as possible.

Additional Funding Available

The SUN Board of Directors has approved funding for an additional 100 seats (members) to attend the Bargaining Conference; approved funding shall be limited to same parameters as SDC Chairs and Representatives (outlined above). Provincial funding for the additional seats will be allocated by random selection utilizing a computerized selection tool.

Count me in!!

To be eligible for the additional funding, simply select **LOCALLY FUNDED REPRESENTATIVE** or **NONE OF THE ABOVE** on the accompanying registration form and select **YES** to be entered into the random draw. All registration forms must be received in the Regina SUN office by **1200 hours on October 15, 2013**, to be eligible for the draw.

Selected applicants will be notified via e-mail by **October 17, 2013**.

Youth Funding

As per **Membership Policy 038-M-2007**, funding shall be available for one (1) youth representative (up to age 30 at time of event) from each SUN region to attend the Bargaining Conference. To be eligible for youth funding, applicable members must register as a Youth Delegate and select **YES** to apply for youth funding. Youth representatives must register prior to the **deadline of 1200 hours on October 15, 2013**.

Youth funding will be allocated by random selection utilizing a computerized selection tool. Individuals not selected for youth funding will automatically be entered into the random draw for the additional provincial funding.

Selected applicants will be notified via e-mail by **October 17, 2013**.

Registration forms and payment must be received in the Regina SUN office by 1200 hours October 15, 2013.

Register on-line today!

www.eply.com/2013BargainingConference

Please **PRINT CLEARLY** using black ink.

Registrant Information

First Name: _____

Last Name: _____

Designation: RN RPN RN(NP)

Mailing Address: _____

City/Town: _____

Postal Code: _____

Telephone: _____

E-mail*: _____

Local #: _____

Facility/Agency Name: _____

**Your registration confirmation and other Conference information will be sent to this e-mail address.*

Is this your first time attending the Bargaining Conference?
 YES NO

Are you a youth delegate (30 years or younger)?
 YES NO

Do you have special requirements?
 YES NO

Please list (i.e. mobility, food allergies, etc.):

Funding Options

I am applying for funding as a:

- SUN Board of Director
- Provincial Committee Member
- Provincially funded SDC Chairperson (or alternate)
- Provincially funded SDC Representative (or alternate)
- Locally funded Local Representative
- None of the above

***We, as SUN members,
agree that everyone here
has equal value.***

Additional Provincial Funding

In addition to the funding available as per Membership Policy 038-M-2007, the SUN Board of Directors has authorized provincial funding for an additional 100 seats. Funding for the additional 100 seats will be allocated by random selection utilizing a computerized selection tool.

To be eligible for the random draw for funding, your registration must be received by 1200 hours on October 15, 2013.

YES, I wish to be entered into the random draw for funding from SUN Provincial

Youth Funding – See page 19 for details

As per Membership Policy 038-M-2007, funding shall be available for one (1) youth representative (up to age 30 at time of event) from each SUN region to attend the Bargaining Conference. Youth representatives must register prior to the **deadline of 1200 hours on October 15, 2013**. Youth funding will be allocated by random selection utilizing a computerized selection tool; individuals not selected for youth funding will be automatically be entered into the random draw for the additional provincial funding.

Are you applying for Youth Funding? YES NO

Conference Dinner – November 13, 2013

The SUN Board of Directors and Provincial Negotiations Committee are pleased to be hosting the first Bargaining Conference Dinner with guest speaker Kevin Millsap from the NextUp Leadership Program.

Will you be attending the dinner (optional)?
 YES NO

Please identify any food allergies and the severity:

Mail to: Regina SUN Office
2330 2nd Avenue
Regina SK
S4R 1A6

IMPORTANT: By registering to attend the 2013 Bargaining Conference, you agree to the following: "While participating in all events related to the Conference, I am granting SUN permission to use any photos/video taken that include my image in all SUN publications, both print and electronic, including the SUN website. I am also giving SUN permission to give this image to a reputable third party (e.g. CFNU, SFL), when required, for both print and electronic publications. I fully acknowledge that my photo/video services have been donated, and I hereby waive any fees or payments."

Harassment Divides the Union

Racism, sexism, and other forms of harassment pit groups of workers against one another and divide unions. Division undermines our struggle for social and economic justice.

Harassment Hurts People

Racist and sexist remarks and graffiti create unease and stress among people. Victims of the remarks never know what other forms of harassment this will lead to. We must ensure our words are not empty, not defeated through any action that embarrasses, insults, humiliates or degrades.

When a Joke is Not a Joke

Racial, ethnic, and sexist jokes originated in those times when groups of people were socially under attack and lacked the power to respond effectively. These jokes are a reminder of this history. They can create an environment where more serious forms of discrimination and abuse can happen.

What to Do

Complaints of harassment at SUN events will be taken seriously and will be investigated immediately. If you believe you are being harassed, act immediately:

1. If possible, make it clear you do not welcome such behavior. You can do so either on your own, verbally or in writing, or with the assistance of another party. Indicate you will take further action if the behavior continues.
2. If the inappropriate behavior persists, approach one, or both, of the designed representatives who will investigate the matter.

You may seek out the designated anti-harassment representatives in the first instance, if you are unwilling to approach the harasser because of the impact the action(s) have on you.

Equality and Solidarity

We must all work together to advance the cause of working people. Harassment divides us. It has no place at this convention. As sisters and brothers we will not make comments or gestures, or commit any acts that are humiliating or derogatory, or cause another member to feel uncomfortable.

We declare this a harassment-free convention, and encourage SUN members to challenge issues, not individuals.

Local #	Locals Name	District Name
1	Davidson Health Centre	Mid-West District
2	Rosthern Hospital	Gabriel Springs District
3	Preeceville Hospital	Assiniboine Valley District
4	Langenburg Health Centre	East Central District
5	Nipawin Hospital	North East District
6	Unity Hospital	Greenhead District
7	Melville, St. Paul Lutheran Home	North Valley District
8	Rosetown & District Health Centre	Mid-West District
9	Balcarres Integrated Care Centre	Touchwood – Qu'Appelle District
10	Arcola Health Centre	Moose Mountain District
11	Kindersley Integrated Health Care Facility	Prairie West District
12	Maidstone Health Complex	Battlefords District
13	Wakaw Hospital	Gabriel Springs District
14	Tisdale Hospital	Pasquia District
15	Wynyard Hospital	Living Sky District
16	Porcupine Carragana Hospital	Pasquia District
17	Kyle & District Health Centre	Mid-West District
19	Kelvington Hospital	Pasquia District
20	Rose Valley Health Centre	Pasquia District
21	Wolseley Memorial Union Hospital	Pipestone District
22	Saskatoon, Sherbrooke Community Centre	Saskatoon District
25	Nokomis Health Centre	Living Sky District
27	Birch Hills Health Facility	Prince Albert District
28	Gainsborough & Area Health Centre	Southeast District
29	Indian Head Hospital	Pipestone District
30	Meadow Lake Union Hospital and Home Care	Northwest District
31	Assiniboia Union Hospital Integrated Facility	South Country District
32	Dinsmore Health Care Centre	Mid-West District
33	Battlefords Union Hospital	Battlefords District
34	Humboldt District Hospital	Central Plains District
35	Moosomin, Southeast Integrated Care Centre	Pipestone District
36	Oxbow, Galloway Health Centre	Southeast District
37	Rockglen, Grasslands Health Centre	South Country District
42	Smeaton & District Health Centre	North East District
43	Yorkton, DNH, RHC, Anderson Lodge and Lakeside Nursing Home	East Central District
44	Melfort Hospital	North Central District
45	Canora Hospital	Assiniboine Valley District
47	Hafford Special Care and Long Term Care	Parkland District
48	Estevan Regional Nursing Home	Southeast District
49	Fillmore Health Centre	Southeast District
50	Montmartre Health Centre	Pipestone District
51	Watrous Hospital	Living Sky District

Local #	Locals Name	District Name
52	Wawota Memorial Health Centre/ Deer View Lodge	Moose Mountain District
53	Biggar Hospital	Greenhead District
55	Redvers Health Centre	Moose Mountain District
56	Kerrobert Integrated Health Care Facility	Prairie West District
59	Imperial, Long Lake Valley Integrated Facility	Regina District
60	Lampman Community Health Centre	Southeast District
61	Cabri, Prairie Health Centre	Rolling Southwest District
62	Prince Albert, Victoria Hospital	Prince Albert District
63	Weyburn General Hospital	South Central District
64	Gravelbourg, St. Joseph's Hospital/ Foyer d'Youville	South Country District
65	Kipling Memorial Health Centre	Moose Mountain District
66	Regina, Extencicare Elmview/Sunset	Regina District
67	Broadview Hospital	Pipestone District
68	Moose Jaw Union Hospital	Moose Jaw-Thunder Creek District
69	Swift Current, Cypress Regional Hospital/Home Care	Swift Current District
71	Lloydminster Hospital	Lloydminster District
72	Wadena Hospital and Pleasant View Care Home	Central Plains District
73	Ile-a-la-Crosse, St. Joseph's Hospital	Keewatin Yatthé District
75	Saskatoon, Royal University Hospital	Saskatoon District
76	Loon Lake Union Hospital & Special Care Home	Northwest District
78	Kamsack Hospital	Assiniboine Valley District
79	Radville Marian Health Center	South Central District
80	Leader Hospital	Rolling Southwest District
82	Lanigan Hospital	Living Sky District
83	Ituna Pioneer Health Care Centre	North Valley District
85	Lestock, St. Joseph's Integrated Care Centre	Touchwood – Qu'Appelle District
86	Cut Knife Health Complex	Battlefords District
87	Shaunavon Hospital and Care Centre and Community Services	Rolling Southwest District
89	Shellbrook Hospital	Parkland District
90	Turtleford, Riverside Memorial Hospital	Battlefords District
91	Edam, Lady Minto Health Care Centre	Battlefords District
92	Spiritwood and District Health Complex	Parkland District
93	Big River Health Centre	Parkland District
94	Hudson Bay Health Care Facility	Pasquia District
95	Lucky Lake Health Centre	Mid-West District
96	Craik and District Health Centre	Moose Jaw-Thunder Creek District

Local #	Locals Name	District Name
97	Canora, Gateway Lodge	Assiniboine Valley District
98	Regina, Canadian Blood Services	Regina District
99	Moose Jaw, Extencicare	Moose Jaw-Thunder Creek District
100	Regina, Parkside Nursing Home	Regina District
101	Saskatoon, St. Paul's Hospital	Saskatoon District
102	Melville, St. Peter's Hospital	North Valley District
103	Maple Creek Union Hospital	Rolling Southwest District
104	Estevan, St. Joseph's Hospital	Southeast District
105	Regina, Pasqua Hospital	Regina District
106	Regina General Hospital	Regina District
107	Saskatoon, City Hospital	Saskatoon District
108	Wilkie and District Health Centre/ Poplar Courts Special Care Home	Greenhead District
109	La Ronge Health Centre	Mamawetan/ Churchill River District
111	Saskatoon, Extencicare	Saskatoon District
112	Eastend Wolf Willow Health Centre	Rolling Southwest District
113	Coronach & District Health Centre	South Central District
115	Esterhazy, St. Anthony's Hospital	North Valley District
116	Uranium City Municipal Hospital	Athabasca Basin Health Authority
117	North Battleford, River Heights Lodge	Battlefords District
119	Wynyard, Golden Acres Nursing Home	Living Sky District
120	La Loche Health Centre	Keewatin Yatthé District
121	Saskatoon Convalescent Home	Saskatoon District
122	Humboldt, St. Mary's Villa	Central Plains District
123	Midale, Mainprize Manor & Health Centre	Southeast District
124	Moose Jaw, Providence Place	Moose Jaw-Thunder Creek District
125	Goodsoil, L. Gervais Memorial Health Centre	Northwest District
126	Saskatoon, Jubilee Residences	Saskatoon District
127	North Battleford, Villa Pascal	Battlefords District
128	Macklin, St. Joseph's Health Centre	Greenhead District
129	Central Butte Regency Hospital	Moose Jaw-Thunder Creek District
130	Beechy Health Centre	Mid-West District
132	Tisdale, Sasko Park Lodge/New Market Manor	Pasquia District
136	Saskatoon, St. Ann's Senior Citizen's Village	Saskatoon District
137	Biggar, Diamond Lodge	Greenhead District
139	Lafleche Health Centre	South Country District
141	Saskatoon Home Care, Family Health Services	Saskatoon District
142	Saskatoon, Oliver Lodge	Saskatoon District
143	Mankota, Prairie View Health Centre	Rolling Southwest District

Local #	Locals Name	District Name
146	South Country Home Care, Assiniboia	South Country District
147	Kamsack & District Nursing Home	Assiniboine Valley District
149	Saskatoon, Lutheran Sunset Home	Saskatoon District
150	Lanigan, Central Parkland Lodge	Living Sky District
151	Saskatoon, Parkridge Centre	Saskatoon District
152	Whitewood Community Health Centre	Pipestone District
153	Elrose Health Centre	Mid-West District
156	Cupar Health Centre	Regina District
158	Regina, Santa Maria Senior Citizens Home Inc.	Regina District
159	Swift Current Care Centre	Swift Current District
160	Gull Lake Integrated Facility	Rolling Southwest District
161	Esterhazy, Centennial Special Care Home	North Valley District
163	Assiniboia, Ross Payant Home	South Country District
164	Regina Lutheran Housing Corporation	Regina District
165	Foam Lake Jubilee Home	East Central District
166	Bengough Health Centre	South Central District
167	Duck Lake and District Nursing Home Inc.	Gabriel Springs District
168	Middle Lake, Bethany Pioneer Village Inc.	Central Plains District
169	Cupar & District Nursing Home	Regina District
171	Swift Current, Prairie Pioneers Lodge	Swift Current District
172	Porcupine Plain, Red Deer Nursing Home	Pasquia District
175	Leoville, Evergreen Health Centre	Parkland District
176	Kinistino, Jubilee Lodge	Prince Albert District
178	Wakaw, Lakeview Pioneer Lodge	Gabriel Springs District
179	Outlook Health Centre	Mid-West District
181	Nipawin, Pineview Lodge	North East District
182	Borden Community Health Centre	Saskatoon District
183	Watson, Quill Plains Lodge & Health Centre	Central Plains District
184	Sun Country Home Care South	Southeast District
186	Ponteix Health Centre	Rolling Southwest District
187	Wilcox, Athol Murray College of Notre Dame	Regina District
188	Kelvington, Kelvindell Lodge Company	Pasquia District
189	Herbert & District Integrated Health Facility	Rolling Southwest District
191	Broadview & District Centennial Lodge	Pipestone District
193	Prince Albert, Mont St. Joseph Home Inc.	Prince Albert District
196	St. Walburg Health Complex and Lakeland Lodge	Battlefords District
198	Saskatoon, Canadian Blood Services	Saskatoon District
199	Eston Integrated Health Care Facility	Prairie West District

Local #	Locals Name	District Name
200	Biggar & District Home Care	Greenhead District
202	Grenfell District	Pipestone District
205	Climax, Border Health Centre	Rolling Southwest District
207	Sunrise Health Authority Home Care	East Central District
210	Fort Pelly, Livingstone Home Care Community Services	Assiniboine Valley District
213	Raymore, Silver Heights Special Care Home	Touchwood-Qu'Appelle District
214	Canora, Home Care Community Services	Assiniboine Valley District
220	North Battleford, Battlefords & District Home Care	Battlefords District
221	Lloydminster, Jubilee Home	Lloydminster District
224	Regina District Home Care	Regina District
226	Carrot River Heath Centre	North East District
227	Cudworth Nursing Home and Health Centre	Central Plains District
228	Arborfield Special Care Lodge and Health Centre	North East District
236	Invermay Health Centre	Assiniboine Valley District
238	Norquay Health Centre	Assiniboine Valley District
241	Strasbourg, Last Mountain Pioneer Home	Living Sky District
242	Twin Rivers Home Care	Lloydminster District
245	Sun Country Home Care East	Moose Mountain District
246	Touchwood Qu'Appelle Home Care and Public Health, Fort Qu'Appelle	Touchwood-Qu'Appelle District
249	La Ronge, MCRHR Community & Primary Care Nurses	Mamawetan/Churchill River District
253	Wheatland Lodge	Parkland District
254	Shellbrook, Parkland Terrace	Parkland District
255	Regina Pioneer Village Ltd.	Regina District
257	Saskatoon District Public Health & other Community Nurses	Saskatoon District
258	Saskatoon, Community Mental Health Services	Saskatoon District
259	North Battleford, Saskatchewan Hospital & Battlefords Mental Health Centre	Battlefords District
260	Prince Albert, Mental Health Centre	Prince Albert District
261	Prince Albert, Pineview Terrace	Prince Albert District
262	Battleford's District Care Centre	Battlefords District
264	Nipawin Area Home Care	North East District
265	Prince Albert Public Health Unit, Sexual Health Clinic and Wellness Centre	Prince Albert District
266	Yorkton Mental Health	East Central District
267	Canwood, Whispering Pine Place	Parkland District
268	Regina, Wascana Rehabilitation Centre	Regina District
269	Watrous Manitou Lodge	Living Sky District
273	Saskatoon Veteran's Home	Saskatoon District
274	Wolseley, Lakeside Special Care Home	Pipestone District
276	RHD, Public/Mental Health Services & STD Clinic	Regina District

Local #	Locals Name	District Name
277	Swift Current, Palliser Regional Care Center	Swift Current District
279	North Battleford, Community Health Nurses	Battlefords District
280	Moose Jaw, Pioneers' Housing Association	Moose Jaw-Thunder Creek District
282	Meadow Lake, Northland Pioneer Lodge	Northwest District
283	Prairie North Health Region, Community Health Services	Northwest District
284	Heartland Health Community Services	Greenhead District
285	Sunrise Public Health Nurses	East Central District
286	SHR (Rosthern & Wakaw), Homecare, PHN's and Community Mental Health	Gabriel Springs District
287	Central Plains Home Care, West Humboldt	Central Plains District
288	Living Sky Health District, Public Health Services	Living Sky District
290	North Valley Home Care	North Valley District
292	Central Plains Home Care, East Wadena	Central Plains District
293	Prairie West Health District, Community Based Services	Prairie West District
294	Nipawin Public Health/Cumberland House Health Centre	North East District
295	Melfort Area Home Care	North Central District
296	Melfort Public Health & Mental Health Addictions	North Central District
298	Tisdale Public Health	Pasquia District
299	Pineland Home Care	Prince Albert District
300	Willowdale Lodge Care Home	Moose Mountain District
301	Sun Country Community Health Services	Moose Mountain District
302	Midwest District Health, Public Health Nursing and Community Services	Mid-West District
303	Echo Lodge	Touchwood – Qu'Appelle District
304	Swift Current Community Health	Swift Current District
305	Community Health Services – Public Health	Central Plains District
306	Pipestone Public Health	Pipestone District
307	Saskatoon, Central Haven Special Care Home	Saskatoon District
308	KYHD Community Based Services	Keewatin Yatthé District
309	Parkland Public Health	Parkland District
310	Saskatoon, St. Joseph's Home	Saskatoon District
311	Melfort, Parkland Place	North Central District
312	Fort Qu'Appelle, All Nations Healing Hospital	Touchwood – Qu'Appelle District
313	PAPHR Nurse Practitioners	Parkland District
314	Regina Public School Board Nurses	Regina District

Saskatoon



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