

YOU HAVE THE

POWER



ANNUAL REPORT
2018 - 2019

CONTENTS

OUR LEADERSHIP		PROFILE: Tracey Jonker	18
President	4		
Vice President	6	CULTIVATING LEADERS	20
Treasurer	7		
Executive Councillor	8	PROFILE: Baljit Borchert	22
Executive Councillor	9		
Chief Operating Officer	10	SERVICING AND OH&S	25
Chief Executive Officer	11		
		PROFILE: Paddy Treavor	26
REGIONAL LEADERSHIP	12		
		INVESTING IN MEMBERS	28
WHO WE ARE	14		
		PROFILE: Suellen Larsen	30
MISSION, VISION AND VALUES	15		
		BCNU DEPARTMENTS	34
STRATEGIC DIRECTIONS 2018-2019	16		
		COMMITTEES AND WORKING GROUPS	35



THE
POWER
TO **LEAD** 



“I’M COMMITTED TO MODELLING THE WAY BY AFFIRMING THE SHARED VALUES THAT MAKE OUR UNION STRONG.”

True leadership does not involve titles, positions or power. Rather, it’s about setting examples through actions that demonstrate a deep commitment to our values. The achievements we’ve made as an organization over the last year are a reflection of some of BCNU’s most important values, such as collectivity, democracy and excellence, and I’m pleased to report that 2018 was a year that saw BCNU modelling the way on a number of fronts.

Our governance renewal project was a major undertaking that began with a resolution at our 2015 annual convention. Our Constitution and Bylaws Renewal Working Group has completed its review of the union’s governing document after a thoroughgoing and inclusive process that lasted a year and a half and involved input from thousands of members across the province. A revised set of bylaws is being brought to this year’s convention for adoption. Throughout the process, the committee was focused on modernizing the rules that govern our organization while ensuring that any changes are consistent

with BCNU’s culture and values.

We have also reviewed BCNU policies to ensure they reflect our organizational goals and decision-making processes. And with new technology in place, we are striving to enhance member services while maintaining our fiduciary responsibility to carefully manage your dues.

Nurses’ Bargaining Association negotiations focused on problem solving and collaboration to resolve shared workload and staffing issues. We challenged ourselves to be innovative and “think outside the box” to solve complex issues that impact our workforce and our lives.

I’m proud of the work we have done to build an inclusive union. Our strength lies in our diversity. BCNU is a place where all members can share their ideas and advocate for change. I see members from all sectors, from varied educational backgrounds and from all areas of the province leading change in their worksite, their region and in their profession.

There’s no question BCNU is a learning organization committed to the growth and development of our members and leaders. We want to help members gain a better understanding of their union, their workplace and the health-care system. Over the last year we have focused on cultivating leaders through mentorship. Our pilot Council mentorship program paired seven new regional chairs with experienced chairs who met regularly to help new chairs identify short- and long-term goals for their roles. Our new steward-at-large program also paired a steward mentee from each of the union’s 16 regions with their regional chair who served as their mentor.

We are national leaders when it comes to confronting violence in the health-care workplace. We delivered 24,000 signed postcards to the BC Legislature in October 2018 that called on the government to do more to eliminate violence in health care. The Victoria event was an important milestone in our “Violence. Not Part of the Job.” campaign. In the year ahead we will continue to challenge the percep-

tion that nurses should just cope with repeated exposure to violence and other traumatic events, and put forward specific, evidence-based demands for legislative and policy changes to help keep nurses safe.

We also scored a major victory in April 2019 when the provincial government finally enacted changes to the Workers Compensation Act by adding nurses to the list of occupations that have the presumption of mental injury when filing for compensation for PTSD and other related conditions.

And our advertising agency Wasserman and Partners took home a marketing excellence award at this year's BC American Marketing Awards. Our violence prevention campaign won top honours in the community engagement and not-for-profit category. We've influenced public perception of nurses' workplace violence with compelling social media and TV ads and our message has since been taken up by nurses' unions across the country.

BCNU truly is a model union, and our leadership team has laid the foundation for a strong, professional organization that will challenge the status quo and change the future of health care.

I would like to ask all members to join me in welcoming Aman Grewal to BCNU's provincial executive committee. Aman was elected vice president in a March 2019 membership-wide vote. I look forward to working closely with her as she steps into the provincial lobby coordinator role and assumes other responsibilities in the union.

As your president, it is a privilege to serve our 48,000 members. I'm truly humbled by the care and compassion of nurses who go to work every day short-staffed, overworked and exposed to violence and trauma.

But deeds are far more important than words. As we look to the future, I am also committed to modelling the way by aligning my actions with our shared values so that patients can receive the care they need and nurses can go home safely to their families and friends.

Let us all strive to model the way as leaders in our worksites and our communities. I'm counting on you to be the kind of change we need to see in our world. That means being informed, inclusive, respectful and inspiring – never forget you have the power to lead.

Christine Sorensen
President





Sharon Sponton
Treasurer

“I’M FOCUSED ON SEARCHING FOR OPPORTUNITIES AND LOOKING FOR INNOVATIVE WAYS TO IMPROVE.”

People and organizations do their best when there’s the chance to change the way things are. It’s always important to look for good ideas and seize the initiative whenever possible.

Last year we took the opportunity to begin modernizing BCNU’s finance systems and I am proud to report that we have now implemented a system that is automated, simpler, and faster than ever.

Our previous system was outdated and unable to support our growing organizational needs. Our new cloud-based accounting platform allows us to streamline many financial processes, reduce the use of paper, track workflows and improve reporting.

Last year also saw the roll out of our new on-line member expense form system. The submission process is far more convenient and reimbursements now have a much faster turnaround time. Looking ahead, the union will save money and time now that the system is in place. Meanwhile,

the funding of education for staff, regional leadership and our members continues to be a key priority.

BCNU held several large events in 2018 that required strong financial monitoring and rigorous budgeting, but I’m pleased to report that the union’s operating budget remains in a surplus position.

Our recent systems improvements have helped ensure that BCNU does not fall into a deficit position and that we can continue to build our much-needed defence fund balance (bargaining is three short years away). We ended 2018 in a strong financial position and independent auditors provided us with a clean audit opinion for the close of the year.

I believe it’s important to be innovative. We will continue to seek out opportunities and initiatives that allow us to effectively manage members’ dues and ensure that BCNU remains financially sound so we can provide members with the services they need.

“I’M COMMITTED TO STRENGTHENING MEMBERS BY INCREASING SELF-DETERMINATION AND DEVELOPING CONFIDENCE.”

Extraordinary things rarely happen all by themselves. It takes partners and teams working together to achieve the results we want to see.

This year, securing nurses’ inclusion in mental injury presumption under the Workers Compensation Act is an important win we achieved together.

Our political action was successful because nurses united around this critical issue. Together, we shared our personal work experiences, called out the gender bias of the existing legislation and demanded that the provincial government amend the law to include nurses.

I am proud to have led BCNU’s lobby effort and bring our members’ voices to provincial and federal legislators. We began by developing relationships with members and enabling them to act through the sharing of meaningful stories. Bonnie Christie is one of those members. I was honoured to share Bonnie’s story of delayed post-traumatic stress disorder with other nurses who attended regional meetings

during BCNU’s fall 2018 outreach tour.

Although emotionally challenging, I shared details of some of the horrific incidents Bonnie was exposed to during her 20 years working in the intensive care unit at BC Children’s Hospital. Bonnie then recounted the four-month long WorkSafeBC claim process that worsened her PTSD as she was repeatedly required to recall the trauma and human suffering she had witnessed.

Hundreds and hundreds of members were motivated to write to Labour Minister Harry Bains and Premier John Horgan and explain why nurses like Bonnie deserve WorkSafeBC presumption of mental injury.

BCNU’s work on mental injury – and all of our lobby efforts on a range of issues – is designed to inspire and empower members to advocate for change in their own workplaces. It all starts with developing confidence and fostering collaboration so that members can get extraordinary things done.

Adriane Gear
Acting Vice
President





**Rhonda
Croft**
Acting
Executive
Councillor

“I’M COMMITTED TO CELEBRATING OUR VALUES BY CREATING A SPIRIT OF COMMUNITY.”

As leaders we aim to model a culture that reflects BCNU’s values and organizational priorities. Strengthening the union’s organizational capacity and improving our culture is one of these priorities. Improving our culture begins by promoting a shared commitment to civility, respect and the need for kindness. I am proud to have brought this commitment to the workplace through the work I have done speaking with members around the province.

We have all heard stories about the incivility members experience and the toll it takes on their physical and psychological well-being. Nurses have been described as wounded healers, especially when faced with increasing workload and constant organizational change. We are caring professionals who often forget to take care of ourselves. That’s why it’s vital for nurses to become their best civil selves, challenge the status quo, and practise kindness.

We again acknowledged Pink Shirt Day this year, and reminded ourselves that kindness is the cure to bullying. Our occupational health and safety reps and mental health advocates promoted the message of encouraging kindness by supporting new colleagues, praising good practice, and helping each other.

This celebration of our values brings us back to the basics of who we are as nurses and human beings. Each of us has the capacity to be a leader, show kindness, and create a positive culture. Great leaders express pride in the accomplishments of their teams. As an organization, BCNU prides itself on the fact that its leaders are members whose hearts have been encouraged to go the distance. My own path was inspired by leaders who went before me, such as Patt Shuttleworth, Myrna Allison and Debra MacPherson. And like them, I’m committed to leading with kindness and letting others know how much they mean to the organization.

“I’M COMMITTED TO ENLISTING MEMBERS IN A COMMON VISION BUILT ON SHARED ASPIRATIONS.”

It’s always important to look toward the future and imagine the possibilities that it holds. For a union, that means engaging members in a dialogue about their hopes and dreams.

A great example of this kind of engagement can be seen in the recent work we have done to develop a pension strategy for the future. A member’s pension is an invaluable asset that provides income throughout retirement. I am proud to have articulated a vision for the future that sees all BCNU members, both active and retired, having more control over the design of their pension plan and any changes that are made to it.

We began by sharing information on the existing plan with members ahead of our successful provincial contract ratification process. Now we will be inviting members to envision an improved pension plan while ensuring the plan they are contributing to today will be

there for them when they retire. Our goal is to transform ideas into action. But wherever we land, any changes to the pension plan will only happen with the full vote of the membership.

It’s an honour to continue engaging with members at BCNU’s popular pension workshops. Educating and empowering nurses is what we are about. The individual choices we make throughout our careers impact our pension, and it’s important we maximize this valuable benefit. Likewise, the choices we make as an organization can go a long way in securing our future and helping all members realize their retirement goals.

Pensions continue to be my core focus. Taking leadership on this file means recognizing and managing organizational risks. It also means taking stock of the current pension landscape and looking for opportunities for progressive change that can benefit all members.

Chris Armeanu
Executive
Councillor





**Colleen
McFadden**
Chief Operating
Officer

IT IS TRULY MY PLEASURE TO serve a dynamic and progressive organization like BCNU. As chief operating officer I'm responsible for structuring and leading the internal organization of the union and delivering the best service and representation to our members. I can honestly say there hasn't been a day in my 13-year tenure when I have not been amazed and proud of the work of our talented and qualified staff.

Over the past year we've been busy building and expanding our organization's internal capacity. Along the way, we have been focused on provincial bargaining and contract ratification, both of which required a significant amount of time and effort from BCNU staff. I would like to extend a huge thank you to all staff members who rose to the challenge and assisted during the bargaining and ratification process – all while attending to important day-to-day union business.

We have also enhanced the senior leadership of the organization and put building blocks place to help us meet our service delivery goals. We now have incredible individuals directing various departments. We recently appointed Donna Bouzan as director of servicing, Sharon Costello

as director of communications and campaigns, Dominique Roelants as director of pensions and special projects, and Moninder Singh as director of occupational health and safety. They join director of professional practice Heather Straight and director of finance David Tsai to round out a talented leadership group while continually improving and enhancing members' experiences in their respective areas of responsibility.

Concerted efforts are being made to support and train all BCNU staff members. Although we lost many after the 2016 job action, I'm pleased to report that those who remain continue to demonstrate their commitment and loyalty to the organization while newer staff bring fresh ideas and enthusiasm. This fall we will be introducing a leadership development program and updating our organizational structure to expand and improve our service delivery.

BCNU's strength and resilience is a reflection of the dedication and passion of the staff who work within it. I thank them for their contributions and look forward to their continued support for members through the coming year.

I FEEL FORTUNATE TO WORK

with such a diverse range of individuals both inside and outside the BC Nurses' Union. Our organization continues to move forward on many fronts to serve the interests of our members, and this is a result of everyone's willingness to sit at the table and problem-solve common issues together.

Our dedicated staff has done an incredible job strengthening our programs and services by streamlining processes and implementing innovative technology.

Our relationships with external partners continue to mature. Discussions with government, health authorities and other health-care unions have taken on a more collaborative tone. This does not mean we don't face challenges when advocating on our members' behalf, but there is greater willingness to meet and have open, constructive dialogue.

As chief executive officer, contract negotiations are my top priority. We signed the Comprehensive Framework Agreement in early 2018, which provided closure on several outstanding issues while securing a renewed commitment from employers to increase staffing. We then approached the bar-

gaining of a new provincial contract with a mindset that was focused on collaboration, innovative thinking, and respectful, open and honest dialogue. Both sides presented viewpoints backed by data analysis and costing and challenged each other to find "outside-the-box" solutions to make headway on the two biggest issues: staffing and workload.

Thanks to the expertise and remarkable team effort of our bargaining committee and staff, we succeeded in negotiating and ratifying new, innovative contract language that includes financial consequences for managers who fail to replace nurses when short-staffed and a nurse-driven staffing and workload process to ensure short-term staffing needs are met.

It is this collaborative approach that's giving BCNU the traction to move forward. Change is happening, but it's a long-term effort that will require commitment, patience and resolve.

I would like to acknowledge BCNU Council and the Provincial Executive Committee for their continued support, stewardship and hard work on behalf of their regions. Together, we will continue to grow as an innovative organization focused on benefiting members for the long term.

Umar Sheikh
Chief Executive
Officer



REGIONAL LEADERS

BCNU activists are leaders in their workplaces and communities. The work they do is critical for defending our health-care system and advancing our professional voice. But leadership practice is expressed in a variety of ways. We asked our regional chairs to tell us what leadership means to them.

1. MARLENE GOERTZEN

Co-chair, Central Vancouver

"It's about modelling the way by being authentic and listening to members in order to earn trust and create a safe and open team environment."

2. JUDY MCGRATH

Co-chair, Central Vancouver

"It's about using your voice to serve BCNU members while providing guidance and support to our steward teams."

3. KATH-ANN TERRETT

Chair, Coastal Mountain

"Leaders should inspire all nurses to articulate their pro-

fessional aspirations and help them develop a pathway to excellence in patient care."

4. HELENA BARZILAY

Chair, East Kootenay

"It's about feeling comfortable enough in your role to challenge processes and question what you don't understand with the membership in mind."

5. TERI FORSTER

Chair, North West

"It's looking at all sides of an issue, asking tough questions of all leaders and trying to do what's right - not what is necessarily popular."

6. DANETTE THOMSEN

Chair, North East

"Great leaders create great leaders! It's about empowering others to reach their full potential and encouraging them along the way."

7. RACHEL KIMLER

Chair, Pacific Rim

"It's about not being afraid to ask the tough questions in an effort to make things better. Sometimes it's uncomfortable, but it needs to be done."

8. DEANNA JEROWSKY

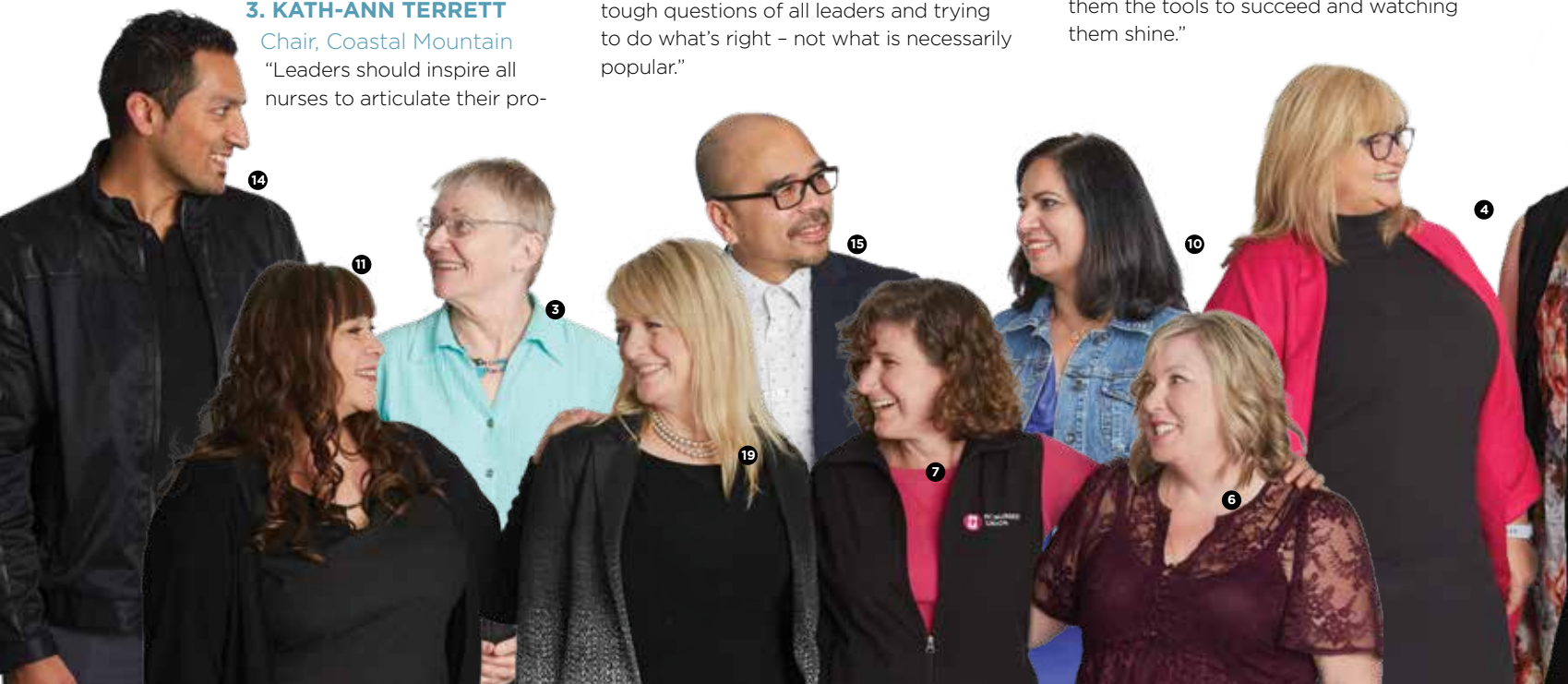
Acting Chair, Okanagan Similkameen

"A leader needs to be trusted. If you are not trusted, people will not want to follow."

9. RON POLAND

Chair, West Kootenay

"It's not about needing recognition or accolades for yourself - but encouraging your peers to face their challenges, giving them the tools to succeed and watching them shine."



10. SARA MATTU

Chair, RIVA

"It's about creating a climate of trust, promoting a sense of mutual dependence, nurturing the open exchange of ideas and encouraging truthful discussion when addressing issues."

11. CLAUDETTE JUT

Chair, Shaughnessy Heights

"It's about taking risks to shift our realities, and finding opportunities to balance the power dynamics we face each day with our employers."

12. LYNN LAGACE

Co-chair, Simon Fraser

"It means empowering our members and showing them that they ultimately hold the key to improving their working conditions."

13. WENDY GIBBS

Co-chair, Simon Fraser

"It's about leading by example, being

the best I can be and making integrity, honesty, and fairness my daily goals."

14. HARDEV BHULLAR

Co-chair, South Fraser

"It's about modelling the way, inspiring others and empowering them to achieve greater success in their personal and professional lives."

15. WALTER LUMAMBA

Co-chair, South Fraser

"It's not about what I can do but about what we can do as a team and how we can selflessly promote each other's development to generate positive outcomes."

16. LYNNDA SMITH

Co-chair, South Islands

"It's about enabling others to act by giving them the information, resources and tools they need to obtain success in their own journey."

17. MARGO WILTON

Co-chair, South Islands

"It's about delegating and empowering members to help foster growth and development - and having integrity, empathy and honesty."

18. TRACY QUEWEZANCE

Chair, Thompson North Okanagan

"It's about fostering relationships, supporting others to succeed, and helping them see that they have skills and abilities they may not see themselves."

19. MEGHAN FRIESEN

Chair, Van Metro

"Caring is at the heart of leadership. Everyone needs encouragement, and their potential and ability is strengthened when they are supported and recognized."

20. TRACEY GREENBERG

Chair, Fraser Valley

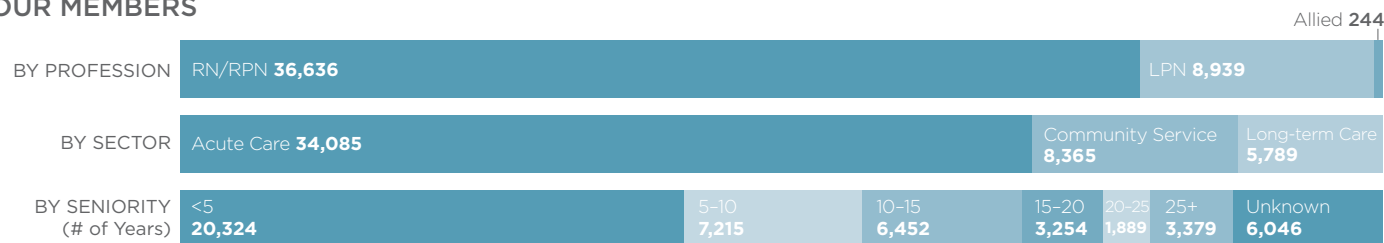
"It's about being honest and truthful no matter the situation and demonstrating professionalism through my actions."



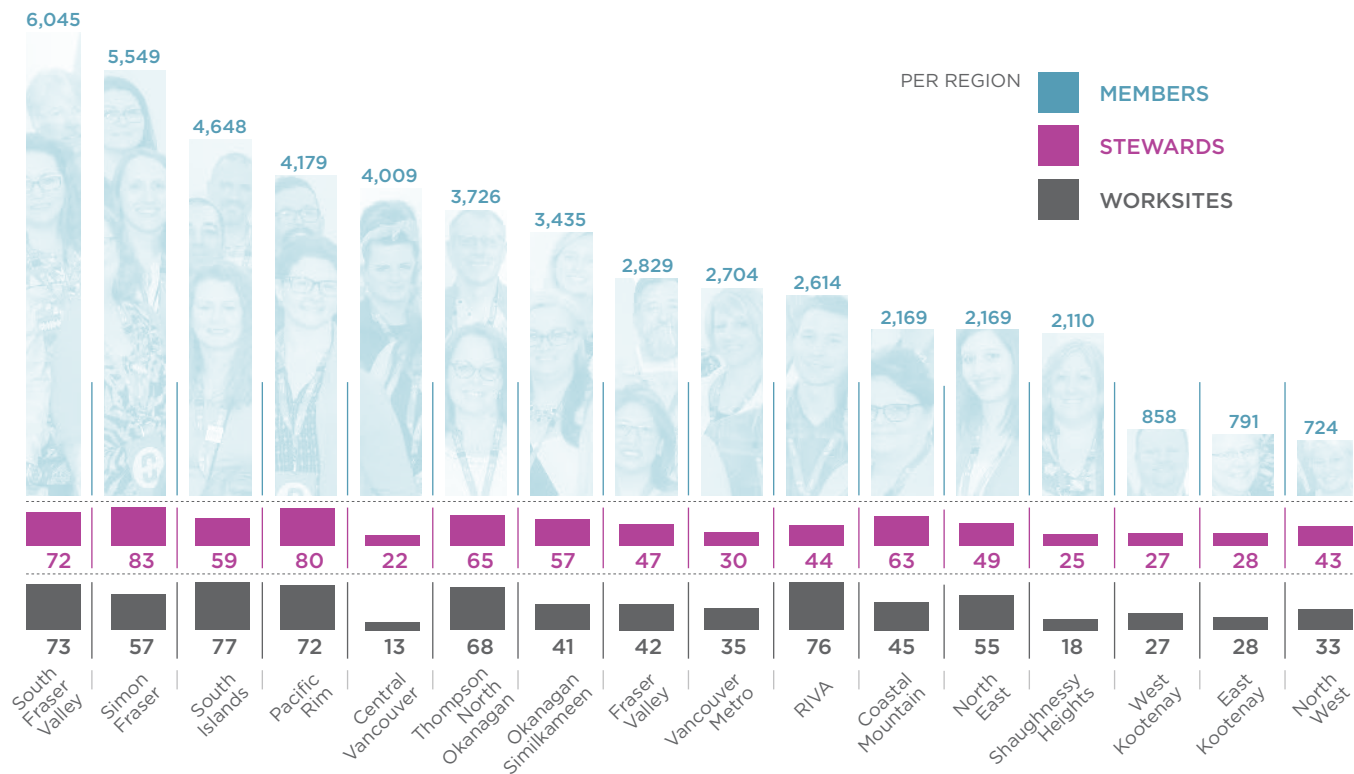
WHO WE ARE

The BC Nurses' Union represents more than 48,000 professional nurses and allied health-care workers who provide care in hospitals, long-term care facilities and the community. We speak up and speak out for safe, quality, public health care. We value and respect diversity, and pride ourselves in providing protection, representation and services to all members.

OUR MEMBERS



OUR REGIONS



MISSION, VISION AND VALUES

MISSION STATEMENT

The British Columbia Nurses' Union protects and advances the health, social and economic well-being of our members, our profession and our communities.

VISION STATEMENT

The British Columbia Nurses' Union will be the champion for our members, the professional voice of nursing and the leading advocate for publicly funded health care.

VALUES

The seven core values listed below support the vision and mission of the BCNU and reflect key behaviours that guide our daily actions.

The BCNU demonstrates:

Collectivity

By acting together to make certain that all activities and decisions are inclusive and accomplished for the betterment of the whole.

Democracy

By actively engaging our membership through egalitarian processes where equal rights to both representation and involvement are guaranteed.

Equality

By ensuring that each member has access to all services of the BCNU.

Excellence

By incorporating best practices throughout the organization when responding to and supporting our members.

Integrity

By being honest, respectful, accountable and transparent.

Social Justice

By advocating and promoting that the social determinants of health be equally accessible to ensure the dignity of every human being.

Solidarity

By promoting unity of our members based on shared goals and values.

STRATEGIC DIRECTIONS

2018 – 2019 ORGANIZATIONAL PRIORITY: Strengthen our organization through sound governance, strong member advocacy and successful collective bargaining.

MEMBERSHIP

By 2020 BCNU will have responded effectively to member issues through:

- > increased member activism using constructive engagement
- > supported and educated stewards
- > informed membership that understands and enforces contract language
- > successful collective bargaining and implementation of agreements
- > timely resolution of member issues
- > increased diverse representation at all levels
- > protected and improved member health and safety

GOVERNANCE

By 2020 BCNU Council will have effectively governed and all leaders throughout the organization will have modeled a culture based on our values through:

- > knowledge-based and inclusive decisions by Council
- > regular review and approval of policies by Council
- > effective, responsive and clear communication
- > ensuring psychologically healthy and safe workplaces

ORGANIZATIONAL CAPACITY AND CULTURE

By 2020 BCNU will have strengthened organizational capacity and improved culture through:

- > implementing Canadian Standards Association standards to support psychologically healthy and safe workplaces throughout the organization
- > enabling staff and activists to collaboratively educate and mentor members
- > providing seamless interdepartmental service to our members
- > utilizing technology to enhance communication
- > continued outreach to potential members about the benefits of belonging to BCNU
- > recognizing achievements and celebrating successes

PROFESSIONALISM, RELATIONSHIPS AND REPUTATION

By 2020 BCNU will have demonstrated it is the professional voice of nursing and a respected, influential health care leader through:

- > building relationships with nursing and labour organizations
- > enhancing collaboration with external partners, including but not limited to government, HEABC, health authorities, education and research institutions
- > ensuring BCNU values are the foundation of our decisions, policies, procedures and actions
- > utilizing evidence and research for innovation
- > advocating for front line nurses to be involved in public policy
- > engaging with government and health authority professional practice departments in health care decision making
- > advancing clinical practice, education, mentorship, research and leadership in nursing
- > promoting our professional profile
- > collaborating with schools of nursing and nursing students
- > addressing societal inequities in our communities

HEALTH CARE SYSTEM

By 2020 BCNU will have remained a strong defender of a publicly funded and delivered health care system through:

- > promoting its benefits
- > challenging its deficits and lobbying for improvement
- > researching and publicizing methods of strengthening care delivery

THE PRIDE THAT TRACEY JONKER SHOWS WHEN TALKING ABOUT HER UNION AND THE WORK IT DOES IS UNMISTAKABLE.

It's matched only by her compassion for the younger nurses she works with.

"I want things to change for new nurses who are coming out of school," she states. "After I retire I want younger people to have a safe place to work with the proper equipment, the proper staffing – all of it. I want something better for the new kids."

Jonker works on the medicine unit at Prince George's University Hospital of Northern BC. She moved to the northern city from the lower mainland with her young family 25 years ago. At the time, she confesses, she wasn't sure if she wanted to stay. But Prince George has grown on her and now she couldn't imagine living anywhere else.

Enticing new families to put down

roots in the community is an ongoing challenge for health employers. Harsher weather, long distances between communities, and limited amenities can affect the willingness of nurses and other health-care workers to move to rural and remote areas of northern BC or prompt them to leave after a short while.

And within the health-care system, the challenges staff face are only magnified in the north, be it short-staffing, endemic overcapacity, shortages of specialty educated nurses or chronic health and safety risks.


For Jonker, that's all the more reason to fight for working and practice conditions that will keep nurses living in her region. She has practised as an LPN for the past 15 years but didn't become active in the

union until she signed up to support BCNU's Nurse+Nurse campaign that successfully united health-authority employed LPNs with RNs and RPNs in 2012.

"I was passionate about the Nurse+Nurse campaign," recalls Jonker. "I went to facilities around my area and stood outside and talked to nurses about the benefits of being united with other nurses in one, powerful union. I even walked a facility on a night shift to share my passion, it was so important to me."

Some of this passion came from witnessing how powerful a truly effective union can be.

"We had a bullying situation that was affecting all staff," she says. "It was hell." Jonker was impressed by the way BCNU representatives



“I want younger people to have a safe place to work after I retire. I want something better for the new kids – that’s what keeps me going.”

Tracey Jonker



addressed the problem by meeting with all staff – not just BCNU members – and preparing a list of issues. Jonker’s participation helped BCNU bring forward a third party investigation that resulted in restoration of the workplace and an apology letter from the CEO. “I knew I wanted to be a BCNU member after that,” she says.

Jonker became a steward soon after joining BCNU. She then ran and was elected to the union’s North East region executive in 2017. Today, her elected work takes up much of her after-work time.

“I love being on my executive team and I’m passionate about my role as our region’s lobby coordinator,” she says. “I enjoy meeting politicians, telling them what we need and working collaboratively for the benefit of everyone – patients and health-care workers.

“Nurse recruitment and retention



is the number one issue,” she says when asked what she discusses with MLAs. “It’s a huge problem. There are so many empty lines up here.”

Jonker says she’s built trusting relationships with her local MP, MLAs



CULTIVATING LEADERS

BCNU is a learning organization committed to the growth and development of all our members. Our education programs offer members the chance to grow personally and professionally, and help them gain a better understanding of their union, their workplace and the health-care system.



13,062

members attended BCNU events



821

members approved for education bursaries





“We can make the change together – I’ve seen it happen!”

and mayors in her northern region. “I reach out to my MLA on a regular basis and can call her in an emergency,” she notes. “And I’ll continue reaching out to those politicians who don’t respond because nurses’ issues are not going away – health care is non-partisan and belongs to us all.”

Jonker also makes it her practice to educate patients and encourage them to bring their concerns to politicians. “Nurses can advocate for

change,” she says, “but if the public does not get on board and start speaking it will be that much harder to achieve our goals.”

As a steward, encouraging and inspiring others to act is a daily mission for Jonker. She does this through example and by reminding co-workers about the power of their collective agreement.

“My schedule is a disaster when it

comes to short calls,” she says. “I have filed grievances and have successfully gotten people paid for not being called while units are working short.” She says all members should make staffing inquiries about anything they may be questioning.

“I have taken on reporting hallway patients and the many hazards this practice creates, and I encourage all members to report also.” She reminds all members that they need to call the Workplace Health Call Centre and not ignore problems are solvable. “We can make the change together – I’ve seen it happen!”

“Just knowing we can effect change for a better future keeps me going – the young ones deserve better.”

FOCUSING ON MENTORSHIP

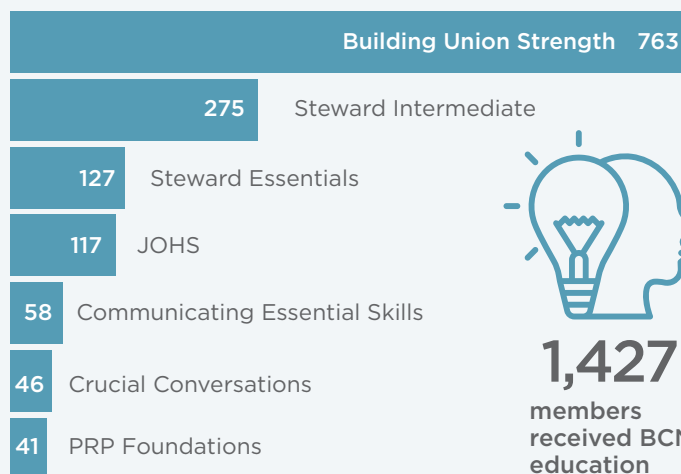


BCNU’s pilot **Council Mentorship Program** paired **7 new regional chairs** with experienced chairs who met one-on-one biweekly for the first 6 months and monthly for the second 6 months. Mentors helped new chairs identify short- and long-term goals for their new roles.

The union’s new **Steward-at-Large Program** also paired a steward mentee from each of BCNU’s **16 regions** with their regional chair who served as their mentor.



Course Attendance



1,427
members received BCNU education

WHEN TALKING WITH BAL BORCHERT, IT QUICKLY BECOMES CLEAR THAT SHE'S COMMITTED TO HELPING NURSES SUCCEED.

The BC Women's Hospital nurse and BCNU steward works part time in one of the facility's obstetrical units, providing care for new mothers struggling with substance use and managing infant withdrawal. It's specialized work that comes with its own unique challenges and rewards.

In addition to providing care for her patients, Borchert is also focused on ensuring that new staff are trained and able to carry out the duties required of them as nurses. That's one of the reasons she's served as a final preceptor to student nurses for most of her tenure at the hospital.

"Witnessing these students become new nurses and find their confidence has been one of the most rewarding aspects of my entire career," says Borchert.

"I've been preceptoring for the past 19 years," she says. "I've been able to impart my nursing knowledge and

support students' own growth and skill development, while also learning from them."

Borchert values the reciprocal relationship that occurs when preceptees come to her unit with new, innovative ideas and the latest theories about nursing practice.

"Students come from school with a huge amount of knowledge and the theory to back it up," she explains. "It can be difficult for working nurses to stay on top of all of the current literature as it evolves so quickly, but new grads are on the cutting edge."

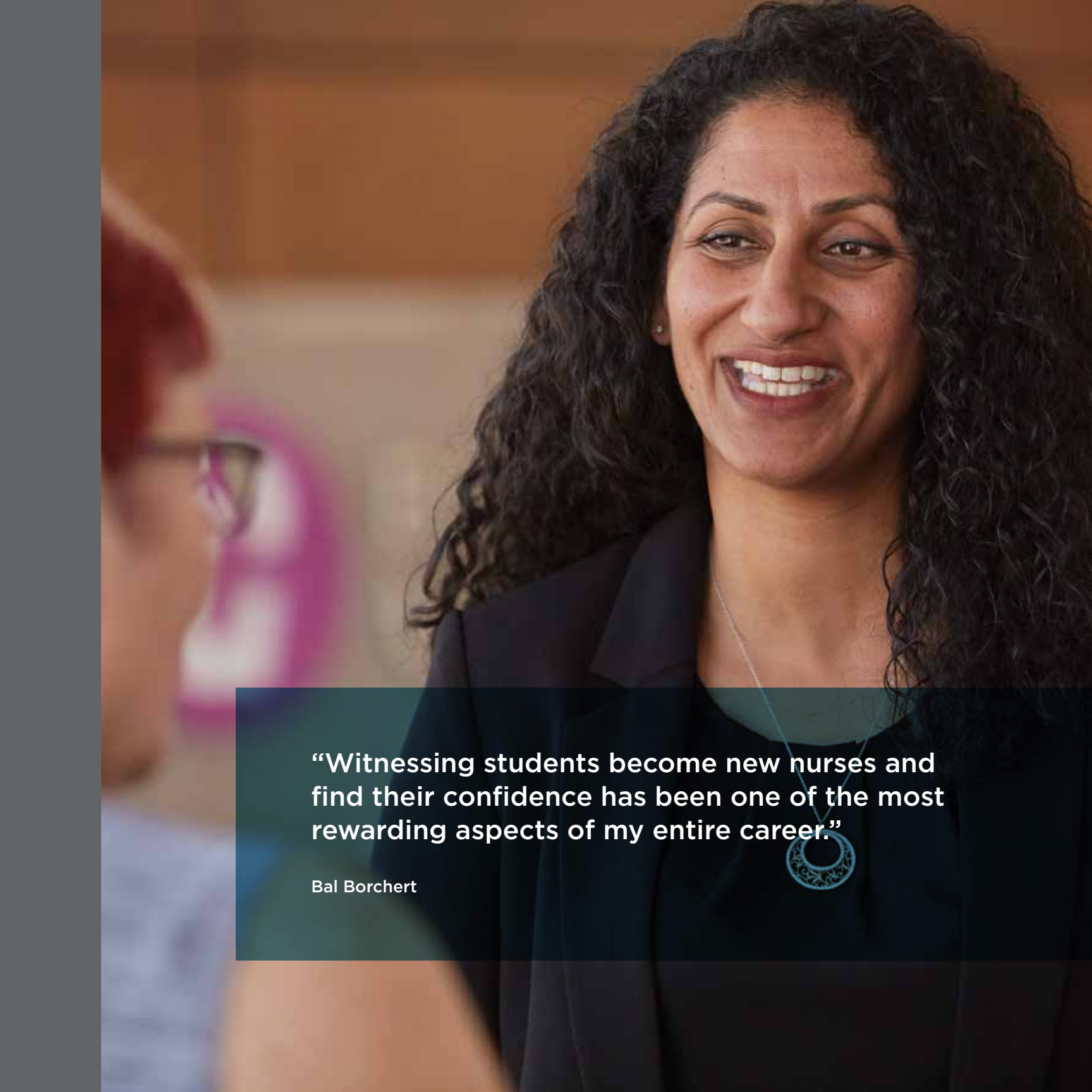
This recognition and appreciation of an individual's contribution to the team is an important part of Borchert's leadership practice. "It's important to encourage the heart by appreciating excellence and creating a spirit of community," she says. "As these nurses gain confidence and comfort I have them present in

rounds so that they can provide their unique perspective to the team.

"As a preceptor, I have been able to celebrate successes in big and small ways and we honour them as they complete their final day on the unit."

Borchert stays in touch with many preceptees and often celebrates both professional and personal milestones with them. "I remain available as a mentor, sounding board and friend to many of the nurses I have preceptored," she says. "Together we have created a sense of community, and these nurses have continued to keep in touch to let me know of their accomplishments and to receive ongoing support.

"I'm also lucky enough to currently work alongside some of my former preceptees, and witnessing them now as they preceptor their own students – that's my happiest moment."



“Witnessing students become new nurses and find their confidence has been one of the most rewarding aspects of my entire career.”

Bal Borchert

Borchert is Richmond-born and bred, and she credits her parents' work in the community as a model of kindness and compassion that led her to nursing.

"My parents are immigrants from India and arrived here almost 50 years ago, and once they settled into their life in Canada, they helped many other newcomers by providing their home and resources so these individuals could find stability in their new homeland – we always had a friend or family member staying at the house," she recalls.

"The values I saw them display when helping strangers is the cornerstone of how I practise as a nurse," she reflects. "They taught me to look beyond merely healing the physical, but of also seeking to heal the heart. I am truly grateful for their love and support."



“Nurses are leaders. When we speak, people listen.”

Borchert has been involved with BCNU for many years, but it wasn't until 2016 that she decided to take a more active role, becoming a steward in 2016 and serving on the Shaughnessy Heights region executive as lobby coordinator since 2017.

"I initially wasn't interested in being lobby coordinator," she admits, "but the role found me. [Shaughnessy Heights region chair] Claudette Jut asked me to try out the job for a day. It felt like a



bit of an ambush," she laughs, "but it was one of the most fortuitous moments, and it has been a great fit so far."

Borchert reports that the lobby coordinator role has presented her with many great opportunities to step outside her comfort zone and build working relationships with political allies.

"I didn't see myself as a very political person," she confesses, "but I knew that our issues were important." It wasn't long before she found her footing.

"I tell you it's other people in the union who are really good at building each other up. The person who did that for me was [Pacific Rim region lobby coordinator] Kelly Woywitka when she said, 'you don't have to be political to impact change. I don't know about politics but I know about nursing.' That was so inspiring and I'm so passionate



about the role now.”

That passion was on display during New Westminster’s Recovery Day held Sept. 8, 2018. Part music festival, part carnival and part educational event, the day celebrates survivors, remembers those lost, and works to raise awareness for recovery while reducing the stigma of substance use.

Borchert and other BCNU regional executives took the opportunity to speak to MLAs, first responders and members of the public about nurses’ direct experience treating substance use and confronting the ongoing opioid crisis.

“I have worked for the past 16 years on a hospital unit with marginalized persons who face stigma daily and distrust the health-care system,” says Borchert. “We are making progress, but significant steps still need to be taken in order to break down barriers and adequately address the health-care needs of our most vulnerable.

“Nurses are leaders who understand the challenges patients and communities face. When we speak, people listen.”

SERVICING AND OH&S

BCNU is committed to protecting and advancing the health and economic well-being of our members. We’ve committed significant resources to defending members’ rights when dealing with health employers and WorkSafeBC.



95%

success rate
on members’
LTD appeals



513

members
attended
personal
resiliency
workshops



347

WCB cases
closed
successfully



2,165

grievances
opened

2,925

grievances
closed



WHEN PADDY TREAVOR ENCOUNTERS AN INJUSTICE, OR FINDS HIMSELF IN AN UNFAIR SITUATION, HE HAS A HABIT OF TAKING ACTION TO MAKE THINGS RIGHT.

So it comes as no surprise to find out that union activism has been a part of his life from an early age.

“I can remember being in high school when the support workers were on strike. The faculty had closed all of the washrooms in the school, except for one, which had one toilet,” he says. “And for some reason they removed the stall door.”

Treavor then recounts a day in assembly when the principal started to lecture the students about how messy the bathroom was. “I stood up and made an impromptu speech about how unfair it was for the entire student body to be forced to use one bathroom while the teachers had their own in their lounge, and how humiliating it was for a teacher to have removed the stall door,” he recalls. “I then led an

impromptu walkout and the majority of students left the auditorium and joined the locked-out support workers on the picket line in front of the school.”

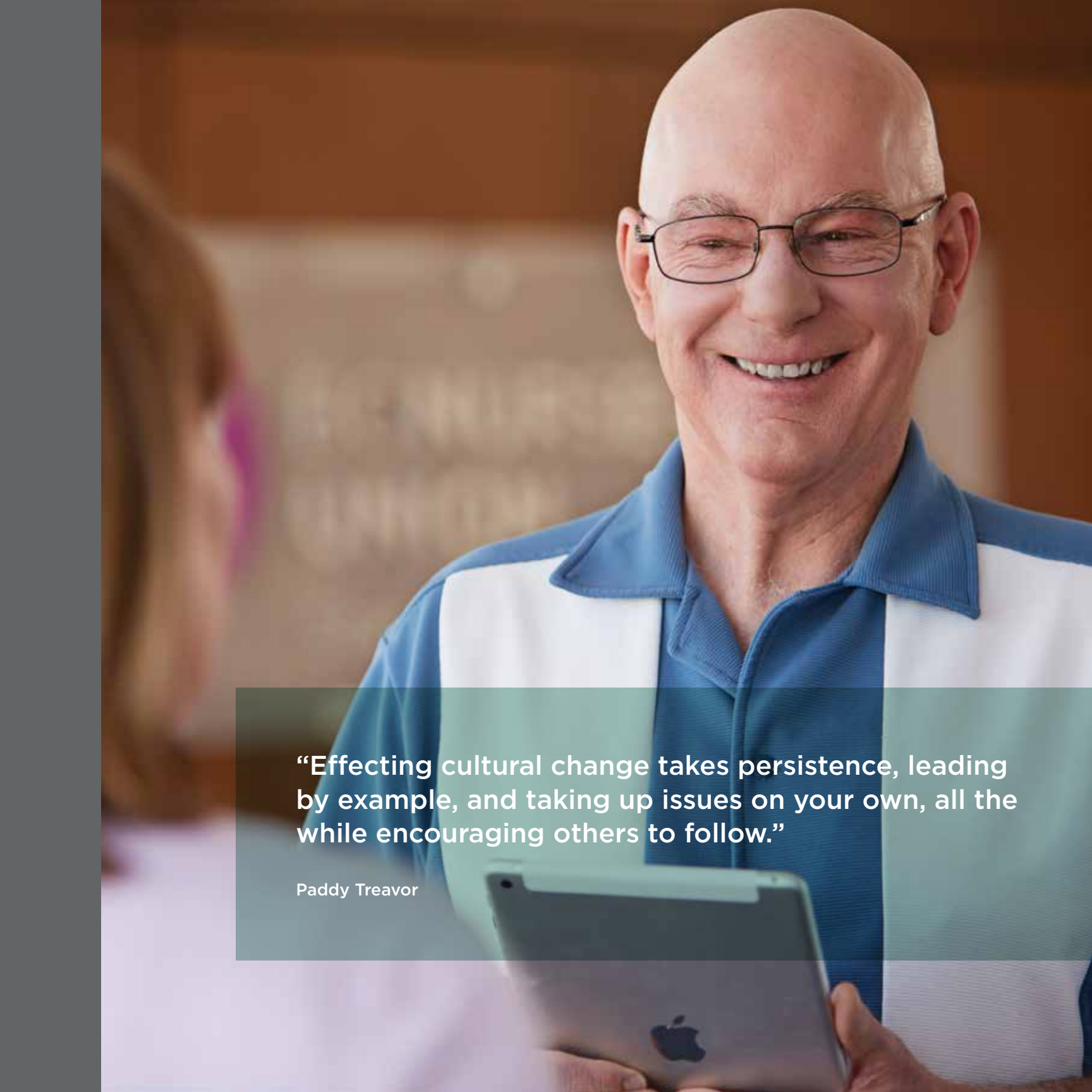
The next day Treavor was called into the principal’s office, but instead of being reprimanded, he was recognized for standing up for what he believed in. “I think that was the first time that I realized there was real strength in unity – and the faculty opened up more bathrooms and left the stall doors on!”

Treavor’s union activism continues to this day. He currently works in community mental health on the intensive case management team in Powell River. He is a steward and also serves as mental health advocate on the BCNU Coastal Mountain regional executive.

Treavor moved to Powell River six years ago to raise a family away from the big cities he had called home for most of his life. In many ways, he has finally settled down after travelling much of the world and working a variety of occupations in his 20s and 30s.

“I spent some time with the Pacific Legal Education Association, working with young offenders in a diversion program. We had a small bargaining unit and I was elected to represent them when I was 24 years old,” he says. “As a BCGEU activist I helped negotiate a new contract after being on strike for three weeks.”

Treavor then worked as a letter carrier from 1994 to 1998, delivering mail in Vancouver’s Downtown Eastside. After more travel, he

A photograph of a middle-aged man with a bald head and glasses, smiling warmly. He is wearing a blue and white polo shirt. He is holding a silver tablet computer in front of him. The background is a blurred indoor setting with warm lighting. A semi-transparent teal box is overlaid on the bottom left of the image, containing a quote and the man's name.

“Effecting cultural change takes persistence, leading by example, and taking up issues on your own, all the while encouraging others to follow.”

Paddy Treavor

came home for good in 2000, got a job in accounts with Telus, was soon laid off and began working in Vancouver’s craft beer industry.

“One of my best friends had been a psychiatric nurse for 10 years and he told me that he thought I would be perfect in the role,” he recalls. “My communication skills allow me to adapt to varying situations and read people.”

Trevor took the challenge and started nursing school in 2004 at the age of 41. After graduation he worked at the Burnaby Hospital inpatient unit and acute psychiatry at Vancouver General and Lions Gate hospitals.

“It was good to have support from BCNU while I stuck my head out and made waves.”

He has no regrets about his mid-life career move. “There’s been a huge amount of variety, from working at busy urban psychiatric inpatient units to a small seven-bed inpatient unit up in Powell River to now working in community mental health intensive case management, which is completely different.”

It didn’t take long for Trevor’s activist instincts to kick in after settling in at Powell River General Hospital.

“I discovered there was really no union presence on the psychiatry unit where I worked, there was a set way of doing things and people



INVESTING IN MEMBERS

Increasing member activism and engagement continues to be a major organizational priority. That means providing the financial resources needed to ensure BCNU members across the province have the ability to fully participate in their union.



26,940

expense forms processed



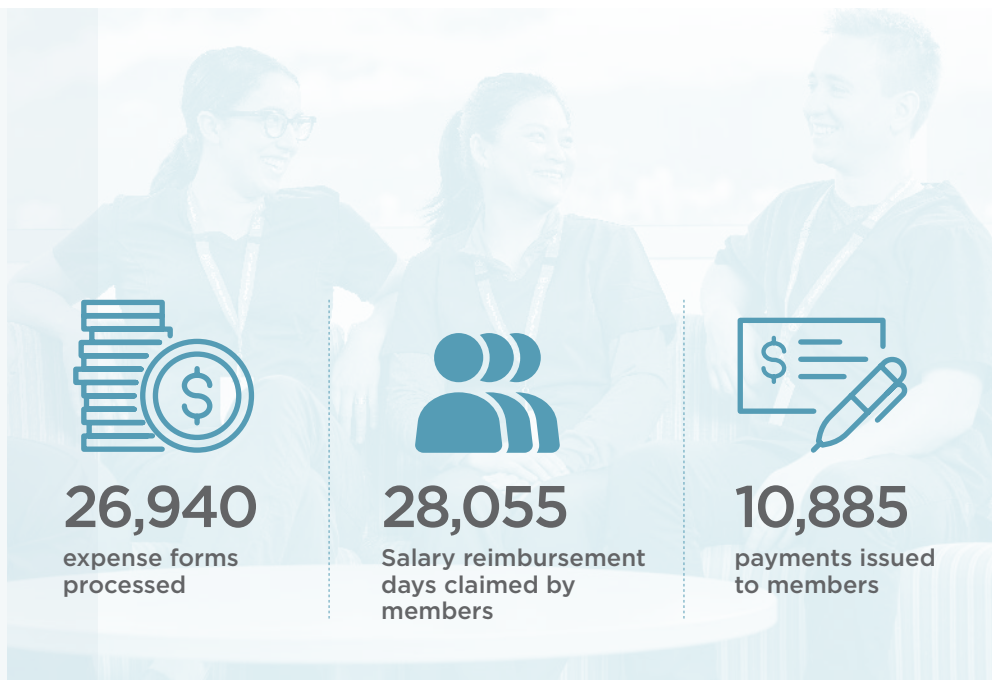
28,055

Salary reimbursement days claimed by members



10,885

payments issued to members





were afraid of management,” he reports. “I was new in town, new to the unit and had no allies and so that allowed me to call out some of the cultural practices that were established. I started questioning things and challenging ‘the Powell River way.’ Soon, management started coming after me.”



A SECURE FUTURE

BCNU is committed to investing in members' well-being after retirement.



14,313

payments of 1%
retiree fund

8,351

retiree benefit
program members

Trevor found he was often fighting battles that others had given up on due to the culture of bullying and intimidation. “But it was good to have support from BCNU while I stuck my head out and made waves,” he says. “We started filing grievances and got incredible support from our LRO and regional chair. Some managers have since retired, the relationship is now more collaborative and the employer will consult staff before making changes.”

What’s the secret to effecting cultural change for the common good?

“It takes persistence, leading by example, and taking up issues on your own, all the while encouraging others to follow,” explains Trevor. “I have slowly been able to get the staff to embrace unity, show strength and effectively address issues.”

Trevor no longer works on the unit but he’s still there supporting, encouraging and leading the charge when necessary. “I find I am no longer totally alone, there’s hope and some positive changes have transpired.”

BUILDING TRUST AND FACILITATING RELATIONSHIPS ARE AT THE HEART OF SUELLEN LARSEN'S LEADERSHIP PRACTICE.

Born at St. Paul's Hospital and raised in North Vancouver, Larsen hails from a local pioneer family that cut the road into Lynn Valley and ran the first sawmill in the area.

Larsen learned to be resilient at an early age. An eldest child, her father left when her youngest brother was just three weeks old, and Larsen helped raise the family. Larsen's mother was also a nurse who worked at St. Paul's to support the children.

Larsen is now a third generation nurse. An RN/RPN, she's worked at Coquitlam's Forensic Psychiatric Hospital for the past 20 years. An experienced steward, she also serves as the mental health advocate for BCNU's Simon Fraser region.

Larsen wasn't sure if she was going to continue the family nursing tradition

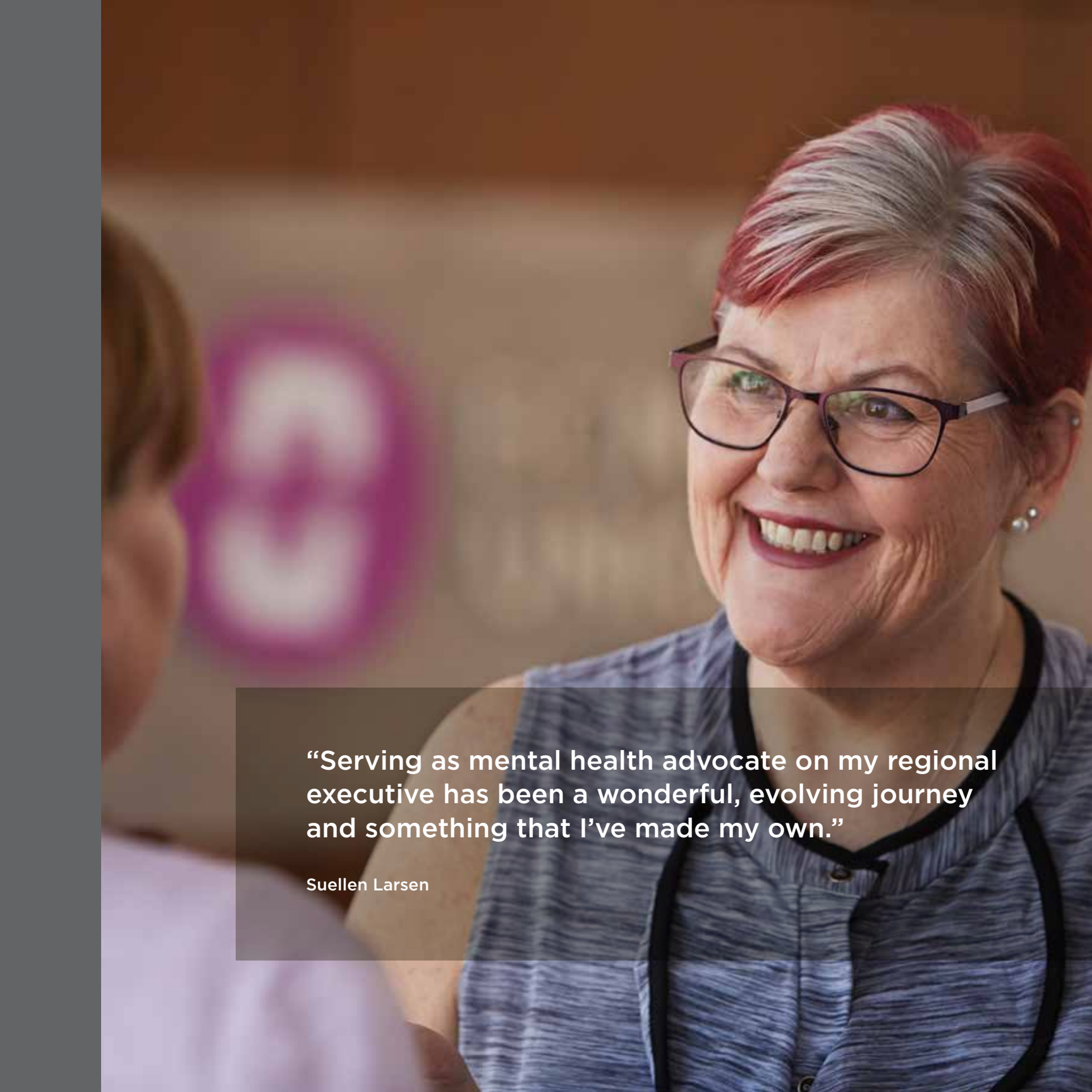
when she was younger. "I wanted to be an actress," she laughs. But she eventually agreed to pursue nursing for practical reasons, albeit on her own terms. "No acting? Well I'll just show you guys - I'm going to go into psych nursing not just regular nursing," she jokes when remembering how she landed in the mental health field.

She has no regrets about her choice. "I've been blessed in my nursing career," she says. "In some ways it is kind of like acting - you are acting on behalf of other people and you put on a different mask when you are dealing with someone who is terminal or somebody who's had a diagnosis that is going to have life-changing implications, and helping them come to terms with it."

Larsen graduated from BCIT in 1978.

"Although I'd found my calling, I also began to recognize the limitations," she recalls. "For RPNs in the 1970s there were just a few large institutions in the province and no work in the community - and RPNs couldn't work in the psychiatric units at lower mainland acute-care hospitals," she explains. "I needed to get an RN designation." She went back to school and graduated from Douglas College in 1980 as valedictorian of her nursing class.

For the next 20 years Larsen worked at Whitehorse General Hospital in the Yukon while raising a family. It was an ideal setting to consolidate her practice. "I worked in every area of the hospital and used my psychiatric skills regularly," she says. "Mental health training crosses all boundaries - we use it in emergency and we use it in maternity."



“Serving as mental health advocate on my regional executive has been a wonderful, evolving journey and something that I’ve made my own.”

Suellen Larsen

Larsen spent 10 years serving as the mental health coordinator at WGH. It was during this time that her nursing advocacy grew. “Ten years into my tenure at WGH they decided to put in a strategic mental health program,” she recalls, “but I did not want to head it as long as it was doctor driven. The nurses and other health care workers are the people who see the patients 24-hours a day and we should be able to refer somebody if we believe there is an issue.”

In 1999 Larsen and her family moved back to the lower mainland where she began working in Forensics. The occupational health and safety challenges the facility faces are well known, but this hasn’t stopped Larsen from being a leading force in the effort to make the hospital safer as a result.

She recently challenged management about its orientation and mentoring practices. A

“Our mental health is germane to our ability to provide safe patient care.”

new program was created to help keep new nurses safer.

“They were hiring brand new nurses into part-time and even full-time roles specifically for the night shift,” says Larsen. “We had already witnessed new nurses in the casual pool being brought in and not properly oriented to nights, where the nurse in charge has over 20 patients.”

“Can you imagine?” she asks. “Over 20 of the province’s most severely mentally ill people whom you’ve never worked with. You’re in a maximum security setting, you don’t

know the program model and you’re a brand new nurse.”

Larsen recalls the meeting where her concerns about poor orientation and mentoring came to a head. “I had the ear of the director of nursing, my manager and the health authority vice-president, and I had just learned that week that I had a brand new nurse with only four months of experience in an extended care psychiatric area coming to work part time on the night shift on my unit, and they were going to give her one night of orientation.

“I said that’s ridiculous, and that she needs to have a minimum of one to two months on the psychiatric intensive care unit working days in order to understand the program model,



understand who she's dealing with and become familiar with the patients that we have.

"I stood up and took on a mentor role for this member on the condition she receive two months or orientation," reports Larsen. "We've now gone from three days of orientation for new staff to at least 10 days, and a program is now in place."

Larsen's ability to effect change is built on the relationships she has developed with co-workers. She recalls working on a disability management issue as a steward when a member asked her to represent him because he trusted her. "That was a pivotal moment for me to begin advocating," she says.

"I challenge people. I have no patience for gossip and rumour mills and I will not tolerate them – and word gets around about me!" she remarks when asked why members trust her. "They call me Momma Bear because I'm one of the older nurses and they say momma's bar is real high – you better make sure you try and reach for it."

Larsen has fully embraced her leadership role on her regional

executive. "It's been a wonderful evolving journey and something that you make your own," she says. "I get to work closely with our regional OH&S representatives and I'm also working on the Fraser Health Violence Prevention Committee and the PHSA and Fraser Health Psychologically Healthy Workplace committees to help implement the CSA Standard on psychological health that's now in our collective agreement language."

Educating and raising awareness of the importance of mental health remains Larsen's top priority in the year ahead. "As nurses, our mental health is germane to our ability to provide safe patient care," she says. "Now it's important to educate all members and have them bring that information back to their co-workers and occupational health and safety committees and to union management meetings. It's a member's right to have a critical incident stress debriefing – it's not a manager's right to decide. We have to be able to have that autonomy in recognizing our professional practice issues when it comes to our mental health."

VIOLENCE.

NOT PART OF THE JOB.

HELP KEEP NURSES SAFE

LEADING-EDGE CAMPAIGN

BCNU's ADVERTISING AGENCY WASSERMAN AND Partners took home a marketing excellence award at the 2019 BC American Marketing Awards.

Our "Violence. Not Part of the Job" campaign won top honours in the community engagement and not-for-profit category.

We've influenced public perception of nurses' workplace violence with compelling TV ads that began in 2017 and our message has since been taken up by nurses' unions across the country.

BCNU is truly modelling the way.



HOW STAFF SUPPORT YOU

Our staff provide important services for more than 48,000 BCNU members, in accordance with the BC Labour Relations Code.

OUR DEPARTMENTS, AND WHAT THEY DO:

COMMUNICATIONS & CAMPAIGNS

- > communications support and management
- > manage BCNU website and social media
- > design services
- > media monitoring and media relations training
- > produce Update Magazine and eNews

EDUCATION

- > educate our stewards and members

INTERNAL DEPARTMENTS (PROVIDING SUPPORT TO ALL DEPARTMENTS)

- > Human Resources
- > Finance
- > Information Technology
- > Library Services and Records Management (including personal information requests)
- > Administration
- > Convention and Conference services
- > Membership updates

OCCUPATIONAL HEALTH & SAFETY (OH&S)

- > support and mentor members, stewards and regional representatives to address health and safety concerns
- > represent members in appeals of WorkSafeBC decisions, including written submissions or representation at oral hearings
- > represent members with appeals related to LTD claims
- > administer the Enhanced Disability Management Program in a manner consistent with program principles and best practices

ORGANIZING

- > growing our membership
- > outreach to new members

PROFESSIONAL PRACTICE & ADVOCACY

- > assist members with licensing and practice issues
- > guide and assist members with the Professional Responsibility process
- > support BCNU Human Rights & Equity caucuses
- > research and create health policy and position statements
- > enhance the public's knowledge of the nursing profession

SERVICING/LABOUR RELATIONS

- > member support and assistance with resolving workplace concerns (grievances through to arbitrations)
- > support members returning to work (duty to accommodate)
- > monitor classifications issues
- > negotiate independent contracts

BCNU COMMITTEES AND WORKING GROUPS

Your BCNU Council leads, or participates on, many committees and working groups as part of their role. 2018 committees include:

Bargaining
(Nurses' Bargaining Association
provincial collective agreement)

Bargaining
(Public Service)

Bursary

Bylaws

Complaints Investigation

Convention Planning

Constitution & Bylaws Renewal
Working Group

Discipline Hearing Board

EDMP Provincial
Steering

Education Facilitator

Essential Services

Finance

Human Resources

Human Rights & Equity

In-Camera

Internationally Educated Nurses

Member Engagement & Steward
Recruitment & Retention

Nominations

Occupational Health & Safety

Pensions

Policy Review

Professional Responsibility Review

Provincial Job Action

Resolutions

Retirement Benefit Program

Re-Training/Prevention &
Assistance Fund

Seniors' Strategy Working Group

4060 Regent Street
Burnaby, BC, V5C 6P5

604.433.2268 | 1.800.663.9991

bcnu.org