



ARNM STRATEGIC PLAN

2023-2026



PREPARED BY:
ARNM OPERATION STAFF
IN CONSULTATION WITH ARNM
BOARD AND COMMITTEE MEMBERS

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INTRODUCTION

In May 2022, the Association of Regulated Nurses of Manitoba (ARNM) launched a comprehensive strategic planning initiative. We have a significant opportunity to develop the organization and to advance the opportunities for nurses in Manitoba. Growth in membership is necessary to address substantial challenges and identify opportunities that benefit Manitoba nurses.

The plan was to create a vision for the impact ARNM will have in the future. In order to achieve both the focused, future purpose and desired critical impacts, it was necessary to identify key strategies to be undertaken over the next 2 to 3 years. Some strategies have a direct impact on the outcomes and others which would build the capacity of the organization to be able to achieve the desired outcomes and future vision for impact.

This document provides a clear, compelling purpose which will be the center of ARNM's work over the next 3 years – Be Bold! Aligned to the purpose, this plan provides a series of focused strategies which will become the priority for organizational activities, initiatives, resources, and programs over this period.

Developing this new strategic direction framework and plan was a collaborative and valuable process. The framework is shown in Appendix A. The ARNM Board thanks consultants from Meridian Edge Leadership & Governance Consulting, ARNM staff, members, and partners who shed light on insights, opportunities, and challenges. ARNM is committed to responding to build positive change for and with nurses and the broader community.

ARNM is a relatively young organization – started in 2016 by a group of committed nurses, concerned about the need to replace the professional advocacy voice of the College with changes to the Regulated Health Professionals Act. In 2020, ARNM expanded membership to include all nurses in the province as the Colleges of Licensed Practical and Registered Psychiatric Nurses also came under the RHPA.

For the past 3 years, the pandemic has consumed everyone's attention and energy. The pandemic has taught us that we cannot take health, health-care providers, and our health-care system for granted.

ARNM is imagining a post pandemic future. Following extensive consultation with internal and external partners and our members, we know where and who we want to be and what impact we want to have over 2023 to 2026.

We envision a future in which we are well positioned to meet the challenges of the nurses of Manitoba within an increasingly complex, resource-challenged health-care system. We intend to respond to the future and emerging opportunities in a nimble, seamless, creative, and impactful manner.



ENGAGEMENT OF MEMBERS AND OTHERS

The Engagement Process:

The Stakeholder Engagement Plan was implemented during September/October by a series of focus groups and telephone interviews facilitated by Meridian Edge consultants. This report outlines the key themes that emerged from the feedback that was collected from key stakeholders at these sessions.

It should be noted that the participation rate was less than hoped for. People invited reflected very busy schedules and their own personal burnout as reasons they could not engage in these discussions. Despite the limited number of people engaged, there was a strong set of themes that emerged across the groups responding.

Summary of Key Stakeholder Input Themes

1. Needs of Members

- Many participants were unaware of all ARNM's services.
- Liability protection was most often mentioned as the reason for joining ARNM, but the ARNM discount is not large and discounts are not available for LPNs and RPNs.
- Members value relevant educational opportunities and appreciate the easy access to some offerings through links in the ARNM e-newsletter.
- Members want fast, cheap, easily accessible, on-tap or on-demand education opportunities.
- Nursing professionals are tired and experiencing burnout due to the increased demands on the workforce during the COVID-19 pandemic and post-pandemic recovery.
- More wellness and mental health supports are needed as well as resources for leadership development, learning, mentoring and post-pandemic working conditions.
- ARNM needs to understand and demonstrate an understanding of the needs/perspectives /value of all designations of nurses, not only RNs. Some sub-sets have felt disenfranchised and that their voices have not been heard.
- There is a greater need for advocacy for the nursing profession by a strong, visible Association. Members want stronger messaging on behalf of nurses and more visible messaging on topics such as:
 - What to expect from a nurse.
 - Why nurses are key leaders in planning healthcare.
 - Why nurses have knowledge, skills, and wisdom to develop better healthcare.
 - The wide range of nursing services and scope of practice.
 - Nursing perspective on wellness.
 - Why nurses are leaving the profession and what could/should be done about this trend?
 - The need for equity in nursing compensation.
 - Education for the public on nursing expertise and specialization.

Summary of Key Stakeholder Input Themes

2. Challenges Facing the Nursing Profession

- Recruitment and retention of nurses is a major challenge not only in Manitoba, but nationally and internationally.
- Retention of nurses involves how they are supported to prepare to enter the profession and then maintain health and competence throughout their career.
- Nurses mental health/wellness/addiction issues are rising due to stress, burnout, fatigue, work-life balance issues in the work environment.
- Nurses want work life balance, like other professionals. Nurses are working to find creative ways to create this balance. Some nurses reported that they are in basic survival mode at present. Other nurses are moving to non-clinical settings such as informatics, infection control, quality and risk management, etc. which in some cases is due to stress and burnout and the need to regain some control over their work environment.
- The “Great Resignation/Retirement” is resulting in a significant loss of experienced nurses.
- “A nurse is a nurse” is not the case as most areas of nursing require advanced or specialized training.
- Timely registration of internationally educated nurses by the regulatory college and understanding inter-provincial labour mobility issues is key for ARNM to have a voice in and to support labour mobility.
- ARNM needs to be seen to be useful in Health Human Resources (HHR) planning, especially during the COVID pandemic recovery phase.

Summary of Key Stakeholder Input Themes

3. Challenges Facing ARNM

- Vision – a clear sense of vision is needed.
- ARNM needs to have a clear, well-articulated, meaningful value proposition.
- ARNM needs to take into consideration the long-term impact of its actions. Nurses have a long-term memory of the negative, they need to see more positive outcomes.
- ARNM should build its story telling skills such that the public can relate to and appreciate nurses.
- Leadership stability and staff support within the organization.
- The Board's governance role must be clearly understood. The Board's role is to set strategic direction and monitor/evaluate Executive Director. The Executive Director's role is to interpret the critical outcomes, develop strategy, and implement what is needed.
- Several suggested that there should be designated positions on the ARNM Board for RPNs and LPNs .
- Communication – creative and effective communication strategies are needed to reach members and potential members on issues.
- Suggestions included more visibility through on-site visits by ARNM, informative website, e-newsletter, etc.
- The role of the Association, Regulator and Union are often blurred by nurses and the public. There is perceived greater blurring between the Association and Union as nursing unions are pushing to advocate on social policy matters. Some participants recognized ARNM has been working to clarify and communicate roles; however, much more is needed/expected.
- Financial Stability – members do not want to see their fees increased, while at the same time they understand ARNM must ensure its financial viability.

Summary of Key Stakeholder Input Themes

4. Areas of Future Focus for ARNM

- ARNM's "value add" or value proposition needs to be clear... if you are member here is how you benefit.
- Vision - set clear direction for the future and communicate it. Focus on a few key priorities that are achievable.
- What is each member contributing in regard to overall advancement of the profession?
- Advocacy – more vocal, active, visible presence in advocating for and with nurses on social policy issues in Manitoba.
- Support system change –support nurses in their understanding of these changes during a time of significant disruption. This could include ARNM's role/contribution to HHR planning.
- Supports for members – i.e., mental health and addiction, wellness, education, leadership development, mentoring programs, clinical education, education on how to cope as a nurse in today's environment.
- Communication/Member Engagement – develop a clear communications plan; leverage technology and data to better understand how members engage with ARNM (i.e., digital strategy and analytics, metrics, etc.)
- The organization needs to be more encompassing of all designations of nurses. The word "Regulated" in the current name causes confusion with the regulatory bodies.

STRATEGIC CHALLENGES & OPPORTUNITIES

STRATEGIC CHALLENGES	STRATEGIC OPPORTUNITIES
Limited resources and revenue streams Very price conscious members	Developing alternative revenue streams
ARNM does not yet represent all nurses	Many more nurses who could become members, particularly LPN, RPN. Also RN and RN(NP)
One key service draw – professional liability protection – no longer exclusively ARNM	Develop a new, stronger value proposition that does not rely on liability protection
Advocacy efforts have not generated the level of response desired by ARNM or the members	Need for a clear, integrated communication plan which supports the new strategic plan
Challenge to align communications, local media to ARNM’s activities when priorities are unclear	Tremendous opportunity to enhance social media and communications to be aligned with ARNM’s priority/critical messages
Minimal or no recent advertising promotion to nurses who are not current members	Thousands of nurses might join if they believed the value proposition was worth the money and that ARNM could achieve its outcomes
Need to get nurses committed to ARNM early in their career – student recruitment efforts underway	Students represent the future and so significant opportunity and call to action on this matter exists
ARNM is a young, growing organization	Clear need for critical outcomes, strategic goals so that programs can plan how they can align with these priorities and document a plan
Some organizational processes are cumbersome for a smaller organization and contain non value-added components	Opportunity to re-design processes to meet the member needs and be easy to operationalize and maintain
The name needs to be more inclusive and descriptive	Using the abbreviation ARNM with a tagline to build on the current recognition of brand and logo rather than changing for a 3rd time in 6 years, allowing for the continued use of cohesive website and social media handles

STRATEGIC CHALLENGES & OPPORTUNITIES

STRATEGIC CHALLENGES	STRATEGIC OPPORTUNITIES
Staff turnover	Creating longer term commitment to the organization
Governance development –recent work has been done to develop ARNM’s governance approach, structure, processes but has not been widely shared with members and participants	As ARNM gains strength, capacity and impact, the governance approach and philosophy must also develop and mature. Opportunities for governance development to move to the next level include: governance philosophy, risk management, decision making processes and monitoring of results
Growing members has not been a priority given COVID and senior staff changeover	The strength of the profession, individual nurses, and ARNM is in working all together. The opportunity is for ARNM to engage with all nurses, i.e. “Manitoba Nurses – Stronger Together”
Little budget available to promote growth of membership	Creative engagement of ARNM members to be the advocates with non-member nurses
Organization has gone to a completely remote work format with no office. This carries some risk for staff to become detached, for reduced customer service, and for record security	A completely remote working environment and organization offers significant cost savings, staff flexibility and potentially other advantages
ARNM has multiple technologies (and therefore costs) which overlap and are not efficient for an extremely small staff to operate	Alignment and better integration of ARNM operating systems may represent cost savings (often with an upfront investment) and will definitely increase ARNM’s capabilities in terms of member support, communications, advocacy and therefore impact
ARNM programs are not necessarily clearly articulated, described, promoted, and engaged with	ARNM programs and learning in continuing education sessions are areas that members have identified as of very high interest to them. This represents opportunity for growth in nurse engagement thereby advancing nurse knowledge and relevance

MISSION, VISION, & VALUES FOR IMPACT

The ARNM Board of Directors has developed and refined a series of innovative and strategic statements about the purpose of ARNM and what impact it will have now and in the future.

Mission

ARNM is the professional voice of nurses in Manitoba. We support nurses to be empowered health leaders across all settings to advance nursing and advocate for the public they serve. We promote and celebrate excellence in nursing.



Vision

ARNM supports and promotes nursing across all the nursing disciplines and settings. We act boldly to do what's best for our members and the health of people living in Manitoba. It is our responsibility to engage and inspire nurses to take pride in their profession and assume leadership in our community. We champion reconciliation, diversity, inclusivity, equity, social justice and democracy. In so doing, we are committed to strengthening the profession of nursing and improving the health of the people of Manitoba.

Values

Our values drive our behaviours and results as an organization and are embedded in our culture.

VALUE	DESCRIPTION
Leadership	We will have the courage and confidence to embrace new opportunities and seek out rewarding challenges to shape a better future for nurses and the communities we serve.
Trustworthy	We are honest, approachable, transparent, and objective. We acknowledge the stewardship responsibility that has been entrusted to us by our members. We take an unwavering pledge to meet our member's expectations for ethical, trustworthy, accountable and professional behaviours.
Professional Respect	We build and foster a strong sense of accomplishment and achievement. We build a sense of respect and honour among our members and beyond. We build understanding and leverage our members' collective knowledge, expertise, wisdom, and resources to achieve the best results. Nurses understand and engage in the philosophy that we are stronger together. Nurses have a deep understanding of their professional self-worth.
Catalyst	We find bold and creative ways to accomplish big goals. We explore root causes of issues in order to convene diverse conversations and generate solutions. We drive innovation. We embrace new opportunities and uncover new approaches. We serve as catalysts for positive change
Equity	We believe in making connections and seeking out diverse perspectives. We stand for the elimination of discrimination and structural systemic bias. We focus on outcomes to deal with disproportionality and disparity. Our commitment to social justice drives and grounds our work so that everything we do incorporates an equity mindset and commitment
Collaboration	We understand relationships matter and intentionally develop partnerships. We develop and seize opportunities for strengthening our membership. We actively collaborate and listen to nurses and our other stakeholders and partners. We are committed to participatory and trust-based partnerships.

CRITICAL OUTCOMES

The ARNM Board believes these key outcomes are essential to achieve the ARNM mission:

- 1) Nurses have the competence, wisdom, and confidence to increasingly serve in governance and leadership in Manitoba.
- 2) Nurses have current and future-focused optimized skills, knowledge, and wisdom to effectively fulfill their roles with nursing excellence.
 - 2.1 Nursing practice is continuously and innovatively advanced.
 - 2.2 Nursing excellence is strongly celebrated.--2.3 ARNM members develop personal and professional relationships, have a network of support, and advance professional opportunities through collegial interaction.
- 3) Health care and business environments are supportive to nurses and nursing practice.
 - 3.1 Laws and regulations provide fairness, flexibility, and support for nurses.
 - 3.2 Members are effective advocates for the ARNM's purpose at local, provincial, and federal levels.
- 4) Health Care Policy is positively advanced in the service of the Manitoba public and in the best interest of nurses

Sustainability

These innovative and challenging outcomes will be achieved with a reasonable membership fee which enables the existence of a sustainable association for nurses in Manitoba.

Our Careholdership/Ownership

The ARNM Board of Directors is accountable to our broader careholdership/ownership, the nurses who are members of ARNM. These are the people who care about ARNM's ability to achieve its purpose and its critical outcomes consistently over time.

ARNM STRATEGY MAP 2023 -2026

Details of the strategies are available in Appendix A.

Vision for Impact	ARNM supports and promotes nursing across all the nursing disciplines and settings. We act boldly to do what's best for our members and the health of people living in Manitoba. It is our responsibility to engage and inspire nurses to take pride in their profession and assume leadership in our community. We champion reconciliation, diversity, inclusivity, equity, social justice and democracy. In so doing, we are committed to strengthening the profession of nursing and improving the health of the people of Manitoba.					
Focus Areas	Nurse Leadership and influence	Nursing Excellence	Empowered Nursing Voices	Health Policy Effectiveness		
Key Strategies	Be Bold!	Increase and sustain membership across all nursing professions	Build accessible ongoing learning and development opportunities	Build nursing opportunities and optimal practice environments	Advocate nursing values in the system	Prominent in shining light on realities of health system
Critical Outcomes	Brand clarity Value proposition	Increased membership for all 4 disciplines Enhance retention of nurses and integration of new nurses Establish and support communities of practice.	Foster confidence in profession Provide nurses with tools for advocacy	Build analytic capacity to use data to influence system	Be at health planning tables to advocate for Nurses and those they care for	Create and share position statements Advocate for an inclusive, decolonized health system
Enabling capacity and building a strong prepared organization will support our outcomes						
Capacity Building	Build and retain membership Volunteer stewardship	Build online learning capacity Focused communication	Clear effective organizational structure More staff resources	Advance governance philosophy/ approach /process	Business financial model clarity Integrate databases	Build internal capacity
Resources	People	Money	Knowledge	Time		
Values	Leadership	Trustworthy	Professional Respect	Catalyst	Equity	Collaboration

By following the Strategic Plan set out in this document, the Board of 2023 expects that its members will see the ARNM of 2026 as:

- Representing the interests of all nurses in Manitoba, no matter their specific nursing discipline or their area of practice.
- The go-to organization for politicians, media, and the public, for information about nursing.
- Collaborative with other professional associations in Manitoba and across the country to support nursing and improve health outcomes.
- Providing its members with programs to meet their needs.
- Financially stable, with no outstanding loans.
- Providing regular 2way communication between members and policy makers about health system transformation.
- Having stable staffing, governance, and operational processes.

FINANCIAL ACCOUNTABILITY & INVESTMENT TO ACHIEVE CRITICAL OUTCOMES

As the governing body, the Board recognizes that through their Critical Outcomes, they are committing the use of resources to achieve these desired outcomes/results/impacts.

The Board recognizes that it is accountable, along with the Executive Director, in delivering the desired critical outcomes at a reasonable cost. The Board reviews its budget annually to determine that the staff can reasonably achieve the desired outcomes. The Board then regularly monitors the results achieved and the investment made to achieve these results.

The primary source of revenue for ARNM is membership dues, currently \$90 per member (\$27 for students). The only other revenue is less than \$10,000 in sponsorships, and investment income.

The Board set aside \$45,000 in the 2023 budget for the implementation of this strategic plan and recognizes that the budget forecasts a small surplus which could also be used to implement the plan.

As a membership-based organization, ARNM recognizes the importance of its members believing in its value proposition. Historically, one of the key elements of the value proposition has been the provision of liability protection. As that is now available directly to nurses, ARNM needs to redefine and communicate its value proposition, focusing on continuing nursing education, community, advocacy and leadership development.

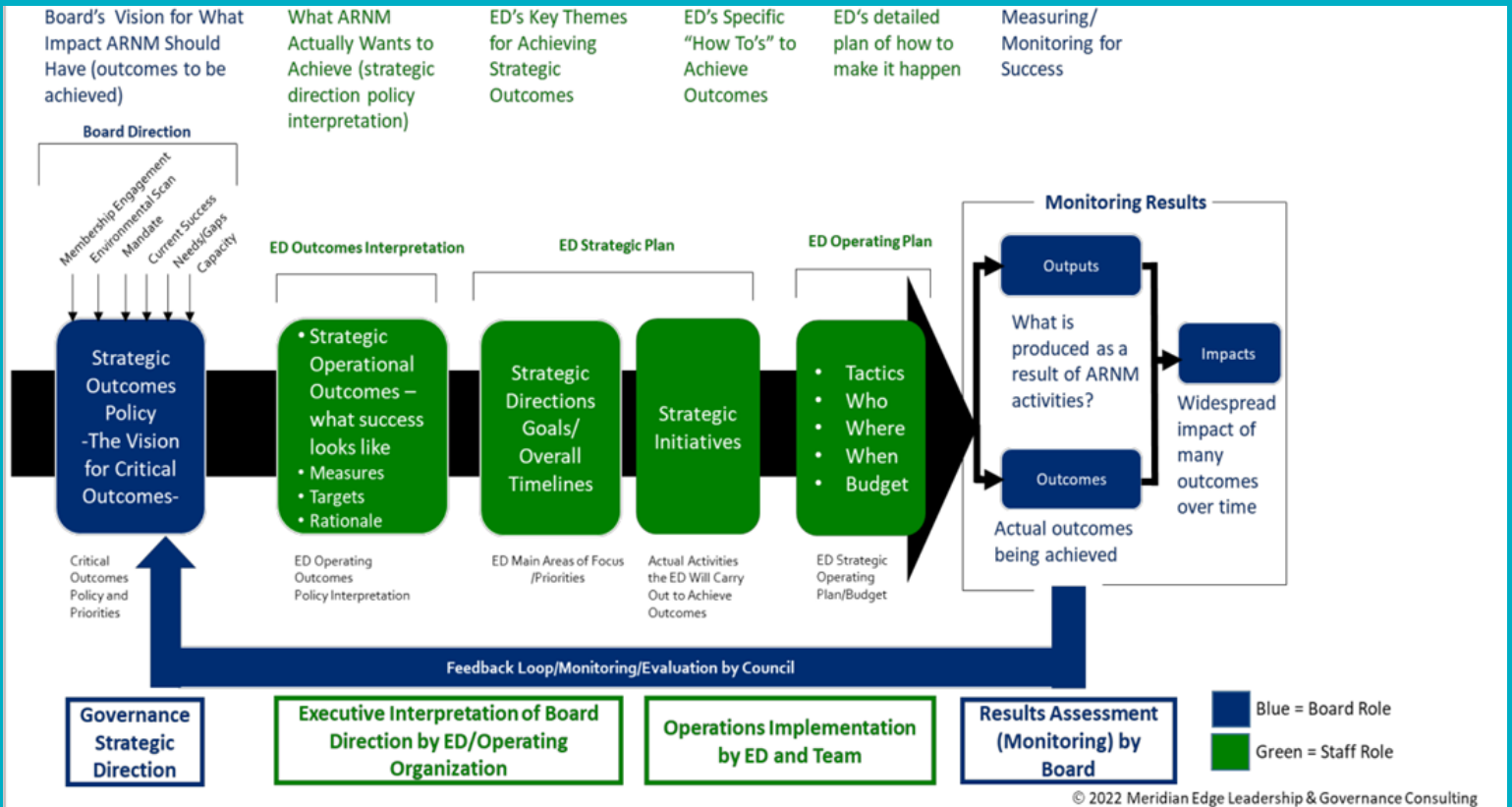
MEASURING OUR PERFORMANCE

To hold ourselves accountable to deliver on our purpose and to support achievement of our Critical Outcomes within prudent, ethical, and equitable means, ARNM has selected key measures which provide feedback on programs and services and which measure our success in achieving our planned outcomes.

The ARNM Scorecard is a key tool in tracking our critical measures. It contains one or two key measures for each strategy that will be reported quarterly. We will report on progress in a transparent manner as we aim to demonstrate the kind of results and accountability our members, the government, partners, and the Board expect from ARNM as the professional association of Manitoba nurses.

STRATEGIES	KEY MEASURE #1	KEY MEASURE #2
More Nurse Leaders	Member feedback	# of planning tables with ARNM members
Equipping Nurses for Future Impact on the System	# of learning sessions	# of attendees
Empowering the Voice of Nurses	# of position papers	# of volunteers active in advocacy
Nursing Policy Influence	# of media stories	# of meetings with government
Clear Value Proposition	# of members, by category	Social media statistics
Business Model for Sustainability and Growth	Tracking to 3 year forecast	Quarterly investment in strategic plan
Board Governance	Hours of volunteer time on boards and committees	

APPENDIX A: STRATEGIC DIRECTIONS PLANNING PROCESS



APPENDIX B: DETAILS OF STRATEGIC OPPORTUNITIES & CHALLENGES

Goals and Strategies Related to Critical Outcomes			
Critical Outcomes			Monitoring Due
1	More Nurse Leaders		
	Strategic Goal 1	1	Nurses recognize that their knowledge, skills, and wisdom can contribute to achieving many positive outcomes. For these positive impacts to be realized the health system needs to be designed with practice environments that optimize results.
	Strategies	1.1	Inspire and support nursing professionalism, (competence, knowledge, integrity, conscientiousness, respect, appropriateness, and confidence). Build nursing understanding of their professional opportunities and responsibilities to respond to health care challenges.
		1.2	Empower nurses to have skills, insights, and confidence to positively influence their practice environments in the interest of nurses, patients, and the team.
		1.3	Advocate for the profession to be at all levels of health care system planning.
		1.4	Support the integration of new graduates and Internationally Educated Nurses into the Manitoba nursing workforce.
2	Equipping Nurses for Future Impact on the System		
	Strategic Goal 2	2	To build relevant and accessible ongoing learning and development opportunities.
	Strategies	2.1	Actively provide support to the pervasive mental health and wellness needs of nurses.
		2.2	Identify and mandate a qualified individual and/or team to develop or organize development of online sessions, available to nurses on demand (Note: these include both nursing knowledge, <u>skill</u> and application topics as well as advocacy and professionalism topics)
		2.3	Design a more impactful communication approach for informing nurses of the education offerings

APPENDIX B: DETAILS OF STRATEGIC OPPORTUNITIES & CHALLENGES

3	Empowering the Voice of Nurses			
	Strategic Goal 3	3	To equip nurses to advocate regarding their value in the system.	
	Strategies	3.1	Foster nurses' belief and confidence in the value of the nursing profession.	2024
		3.2	Provide nurses with information, skills, and materials to enable their individual advocacy.	2024
		3.3	Provide position papers on key advocacy issues to support nurses in using their voices.	2024
4	Nursing Policy Influence			
	Strategic Goal 4	4	To be more prominent in the public conversation, helping to shine a light on the realities of the health system and the challenges in nursing practice environments.	
	Strategies	4.1	Build analytic capacity to provide or secure data and information to inform ARNM Position Statements and recommendations to the health system.	2024
		4.2	Create official ARNM Position Statements on key nursing and health system topics available for use by ARNM and nurses.	quarterly
		4.3	Ensuring ARNM is at the right health system tables and advocates for positive system change in the interest of nurses, patients, and the health system.	quarterly
		4.4	Work with Indigenous leaders to decolonize the health system, by working with individuals, <u>communities</u> and institutions.	quarterly
		4.5	Collaborate to ensure that the health needs of disadvantaged individuals are met in a system as free of discrimination as possible.	quarterly

APPENDIX B: DETAILS OF STRATEGIC OPPORTUNITIES & CHALLENGES

		5b.4	Build stronger communication bridges, messages, pathways such that all members are and feel connected and have voice in building the future of nursing and ARNM.	2024
6	Business Model for Sustainability/Growth			
	Strategic Goal 6a	6a	To build a clear, effectively designed organizational structure that supports job accountability, commitment, and joy of working at ARNM.	
	Strategies	6a.1	Create a clear organizational chart of positions and responsibilities such that every staff position and volunteer position expectations are clear, transparent, and outcomes focused.	2023
		6a.2	Build the organization's resources such that a position can be created to specifically address the learning needs of practicing nurses through both ARNM offerings and sharing awareness of other learning opportunities in the community.	2024
	Strategic Goal 6b	6b	To obtain and allocate resources required to sustain ongoing operations and what resources are available for strategic growth initiatives. This will determine the capacity for implementation of strategies outlined in the Strategic Plan.	
	Strategies	6b.1	Develop a 3-year forecast	Jun-23
		6b.2	Reduce the costs of financial management by 30%	Dec-23
		6b.3	Reduce the costs of technology management by 30%	Dec-23
		6b.4	Integrate the key ARNM membership databases and business operating systems such that data can be entered once, easily accessed, and cross referenced. Report generation for strategic and operating purposes will be efficient.	Dec-23

APPENDIX B: DETAILS OF STRATEGIC OPPORTUNITIES & CHALLENGES

7	Board Governance			
	Strategic Goal 7	7	To advance the ARNM governance philosophy/approach, role, policies, delegation, leader character, linkage, and monitoring to support the more advanced ARNM organization of the future.	
	Strategies	7.1	To be developed in 2024-25	start Sept 2024

Groups to Engage with in ARNM's Strategic Thinking Refresh:

Nursing

Nurses who are members:

- As careholders
- As beneficiaries

Nurses who are:

- Front line
- Leadership
- Education

Nurses who have left – as beneficiaries

Nurses who have never joined

Community Partners

Regulatory Colleges

Ministry Contacts

Three or Four Nursing Associations Across the Country

Key Parameters for Engagement Plan

ARNM has a very limited budget for planning

ARNM has a strong belief it is here for members

ARNM needs to determine who the biggest influencers are and meet with them

APPENDIX C: THE ENGAGEMENT PROCESS

	STAKEHOLDER GROUP	CONTACT METHOD
✓	Registered Nurses (RNs) – current members (goal 10) Practising/Non-Practising)	Random selection Random selection, 60 names with a cross-section of all ages & practicing status
✓	Registered nurses (RNs) – past members, not retired (select 5)	Random selection from list of people who have become past members in last 2 years and not retired (10-15 invited). ARNM to cross reference with College membership
✓	Nurse Practitioners (NPs) (engage 10)	Random selection from full NP list of 30 members
✓	Licensed Practical Nurses (LPNs) (engage 5-7)	Invite all LPN members as per Jennifer Breton's, Executive Director jbretton@clpnm.ca advise to Joyce Kristjansson – LPN will be asked to randomly select 25 LPNs to be invited participate
✓	Registered Psychiatric Nurses (RPNs)	Invite all ARNM RPN members & interview with Laura Panteluk, Executive Director, The College of Registered Psychiatric Nurses of Manitoba
✓	Manitoba Ministry of Health representatives	Deputy Minister Karen Herd, ADM Barb Wasilewski (ARNM member)
✓	College of Nurses of Manitoba – Registrar/CEO	KFF sent draft letter to Katherine Stansfield requesting her participation
✓	Canadian Nurses Association – Executive Director/CEO	KFF to draft letter for to send and set interview Tim Guest, CEO (incoming) president@cna-aicc.ca
✓	Nurses & Nurse Practitioners of BC (NNPBC)	Kathy sent letter and completed interview with Michael Sandler, CEO ceo@nnpbc.com
✓	Full ARNM membership, surveyed in 2021, recognize lots has changed	Invited by an email from ARNM to go to a link to give input. Conduct before focus groups to inform focus group questions KFF and CM to draft questionnaire and get ready to send
✓	Nursing Leaders in Manitoba (engage 8-10 influential nursing leaders from different roles)	Identified by ARNM (identify 15 influential nursing leaders from different roles)

COMPLETED: ✓ ATTEMPTED: ✓

ARNM Strategic Directions/Stakeholder Engagement Summary of Key Findings (August to October 2023)

The Association of Regulated Nurses of Manitoba (ARNM) is currently engaged in the process of building a Strategic Directions Plan for 2023 to 2026. This plan will encompass the key ARNM Critical Outcomes direction from the Board as well as the more detailed Strategic Plan developed by the ARNM Executive Director and team.

Since May 2022, the Board has been engaged in discussions to begin to refresh its thinking on the ARNM's Strategic Policy Direction. Three key strategic outcomes areas were discussed including:

1. Inspire & promote excellence in nursing practice,
2. Elevate the nursing profession & promote nurses as leaders in healthcare.
3. Be a sustainable Association for nurses in Manitoba.

What impact/benefit/good should ARNM aim to achieve in the future? In other words, what outcomes should ARNM achieve?

For what groups of people will these impacts be achieved (i.e., what groups of people will benefit from the work of ARNM)?

- For nurses?
- For our broader community?

What should ARNM's priorities be within the various types of outcomes ARNM is aiming to achieve?

Three or Four Nursing Associations Across the Country

Key Parameters for Engagement Plan

ARNM has a very limited budget for planning

ARNM has a strong belief it is here for members

ARNM needs to determine who the biggest influencers are and meet with them

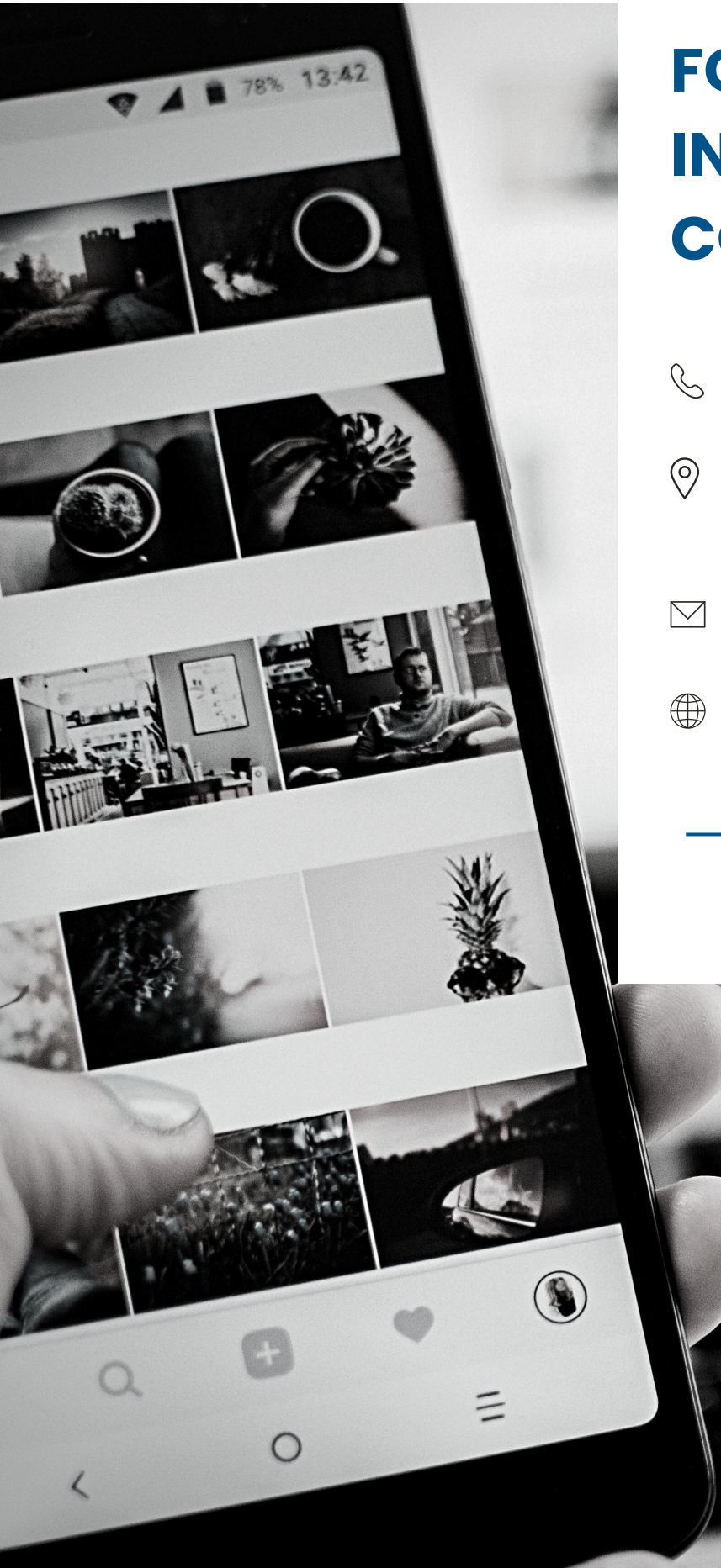
ARNM Strategic Directions/Stakeholder Engagement Summary of Key Findings (August to October 2023)

To further inform the exploration of the Strategic Outcomes, the Board set out to seek feedback from key stakeholders, whose perspectives and feedback would be beneficial to the Board in shaping the future direction of ARNM. In August/September/October the Strategic Directions Plan Steering Task Force in consultation with Meridian Edge Leadership & Governance Consulting developed a robust Stakeholder Engagement Framework that identifies these key stakeholders (e.g., current and former members, potential members, leaders of provincial nursing associations and regulatory bodies, nursing leaders in Manitoba, provincial government representatives, etc.). Additionally, the Steering Task Force in collaboration with the consultants developed the following list of questions that were used in guiding the interview and focus group discussions with stakeholders.


- 1.** What do you think are the biggest challenges facing the nursing profession (in Manitoba and nationally) today?
- 2.** What opportunities and challenges/issues do you see for nursing practice in the next 3–5 years?
- 3.** What do you think ARNM's role is or should be in addressing these opportunities/challenges?
- 4.** What is your understanding and view of ARNM's current strategic priorities? Do you believe they are reasonable, relevant, and inspirational? If not, why?
- 5.** Are there other strategic priorities that ARNM should be focused on?
- 6.** Do you believe ARNM has an effective voice when advocating for the nursing profession in Manitoba (and nationally)? Do you have any examples?
- 7.** Do you believe it's important to be a member of the ARNM? If no, why not? If yes, what do you value most?


ARNM Strategic Directions/Stakeholder Engagement Summary of Key Findings (August to October 2023)

- 8.** Association organizations require sufficient resources (human, financial, administrative, legal, etc.) to deliver high quality programs and services, and to remain sustainable. Do you believe ARNM fees are reasonable (or too high, or too low)
- 9.** What ARNM resources do you use most often? (Website, newsletter, education programs, recognition program, etc.)
- 10.** Are there other services you believe the ARNM should offer?
- 11.** Do you obtain your liability insurance through ARNM or elsewhere (e.g., Canadian Nurses Protective Society)?
- 12.** Is there any other feedback you would like to share with the Board of Directors?



FOR MORE INFORMATION, CONTACT ARNM:

 204-992-1520

 P.O. Box 73027 RPO Bridgwater
Winnipeg, MB R3Y 2A9

 info@arnm.ca

 www.arnm.ca

