



Our Strategic Plan 2021-2026



TABLE OF CONTENTS

► Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained

Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



Message from the President

Dear fellow ONA members,

I'm so proud to be your President. I'm proud to serve the skilled and dedicated nurses and health-care professionals of Ontario, and I'm proud of everyone at ONA who does the same. It is truly a privilege to do this important work.



Every day, our staff, Board of Directors, Local executives, and Bargaining Unit representatives make life better for Ontario's nurses and health-care professionals. They do it because they know you deserve to have a skilled and caring team behind you – helping you and there for you – when you are working so hard for your patients, residents, and clients.

In my 20-plus years active with ONA, I've seen how our union is strongest when we are organized and working together. And that, fundamentally, is what this new strategic plan is all about.

This five-year plan describes how ONA will rise up to meet the opportunities and challenges that are before us, so that ONA is there for you and for future generations of nurses and health-care professionals, defending your rights and advocating for what matters most.

The 22 actions in our Strategic Plan will take time to complete. Over the next five years, we will continue to work hard to provide you with the services and support that you value, while behind the scenes, we rework and improve important parts of how we do what we do.

We couldn't have developed this plan without your guidance. In the midst of the COVID-19 pandemic,

on top of all that you were shouldering, more than 3,000 ONA members took time to complete our strategic planning survey, or to participate in a focus group or interview. Your insights, your hopes, your frustrations – they all helped build this plan. Your guidance was invaluable.

ONA is something that we – nurses and health-care professionals – have built, and are building, together. It's how we collectively provide support for each other, and for our patients, residents, and clients. And that's why we will be needing your help to make this plan's 22 actions a reality. We need your voice to help guide us along the way, and we need your help to reach, support, and involve every one of your fellow members. Expect us to be reaching out often to listen, learn from, and involve you in this effort.

I can't wait to see what we build together, in the years to come.

A handwritten signature in black ink that reads "Vicki McKenna". The signature is fluid and cursive, written in a professional style.

In solidarity,
Vicki McKenna, RN
President

TABLE OF CONTENTS

Message from the President

► Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress

Acknowledgements

This strategic plan was shaped by many hands – thank you to everyone who contributed.

A team of Board members (supported by two senior executive staff) collaboratively worked to guide multiple consultations, review the extensive advice gathered, and craft the strategic plan itself, based on what was heard. This team deserves a special thank you for their contributions and consisted of:



Cathryn Hoy, RN
First Vice-President
Portfolio: Political Action
and Professional Issues



Dawn Armstrong, RN
Vice-President, Region 1
Portfolio: Human Rights
and Equity



Angela Preocanin, RN
Vice-President, Region 4
Portfolio: Occupational Health
and Safety



Andrea Kay, RN
Senior Executive,
Labour Relations



Holly-Ann Campbell
(former) Executive Lead,
Communications and
Government Relations

TABLE OF CONTENTS

Message from the President

Acknowledgements

- ▶ How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



How ONA's 2021-2026 Strategic Plan Was Developed

In order to develop a strategic plan that reflected the needs and aspirations of all of ONA, ONA's Board of Directors approved a robust engagement effort over the course of late 2020 and early 2021.

Even while the COVID-19 pandemic challenged all of us, more than 3,250 ONA members, Local executives, Bargaining Unit representatives, and staff stepped up to share their advice and help point ONA forward in the years ahead.

- 2,500+ general members completed a strategic planning survey distributed to all ONA members.
- Eight focus groups and 20+ interviews were completed with a diverse mix of general members who held a broad range of experiences and perspectives.
- 550+ Local executives and Bargaining Unit representatives completed a detailed strategic planning survey.
- Seven focus groups and 13 interviews were completed with Local executives and Bargaining Unit representatives, including representatives from all ONA regions and sectors, and a range of professional designations.

- 170 ONA staff completed a staff strategic planning survey.
- Three focus groups were held with a total of 30 non-management ONA staff, and one focus group was held with the ONA management team.
- Each of ONA's three Board committees were consulted at least once.
- All members of the Board of Directors and all Senior Executive Team members were interviewed and participated in several strategic planning discussions.

In June 2021, ONA's Board of Directors received, reviewed, and unanimously approved the 2021-2026 Strategic Plan.

A deep and heartfelt thank you to the many ONA members who took time to help shape ONA's future. We look forward to making good on the commitments in this plan, in order to better support you, your fellow members, and the patients, residents, and clients you care for.

TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- ▶ • Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



ONA: Your Union

Our mission at ONA is to defend the rights of and advocate for nurses and health-care professionals who care for the health of Ontarians.

Our vision is empowered members taking collective action for safe, equitable workplaces and high-quality health care for all Ontarians.

We are powered by our members – 68,000 nurses and health-care professionals, as well as 18,000 nursing student affiliates – who provide care in hospitals, long-term care, public health, the community, clinics, and industry.

Organized into more than 540 Bargaining Units and 60 Locals across Ontario, our members elect executives and representatives to work hand-in-hand with ONA's provincial staff. Every day, these executives and representatives step up to help their fellow members raise issues with their employer concerning their rights, entitlements, and ability to provide professional, high-quality care in a safe and equitable environment. Every few years, our Bargaining Unit representatives also undertake collective bargaining with employers in order to establish contracts for our members.

ONA staff provide a range of support to Local executives and Bargaining Unit representatives so that they can serve members effectively. ONA staff also provide several direct member services. As Ontario's largest health-care union, we also undertake legal

challenges and engage in advocacy towards the public and the government on behalf of our members, as well as workers, patients, and residents throughout Ontario.

ONA's work is overseen, guided, and supported by an elected Board of Directors made up of experienced and passionate member leaders.

IN ALL OUR WORK, WE VALUE:

- **Strength and Unity**
Determined and together, we harness our collective power and achieve our shared goals.
- **Integrity and Professionalism**
We are committed to doing what is right, advancing the interests of our members, and advocating for patients, residents, and clients.
- **Diversity, Equity, and Inclusion**
We embrace our differences and seek to create an organization, a health-care system, and a society where all people are valued, included, and respected.

TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ▶ • ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained

Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress

ONA by the Numbers 2021

60 ONA Locals



540+ ONA Bargaining Units



1,300+ Local executives and Bargaining Unit representatives



290 ONA staff



10 ONA offices

1. Hamilton
2. Kingston
3. London
4. Orillia
5. Ottawa
6. Sudbury
7. Thunder Bay
8. Timmins
9. Toronto
10. Windsor

Membership growth since 2011:

+11,000 Members



+6,000 Affiliated nursing students



400+ Educational workshops offered

5,500+ Grievances filed on behalf of members



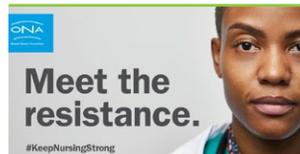
1,600+ Arbitration cases resolved on behalf of members



275+ Media appearances

Adult Ontarians reached by ONA ad campaigns during an average quarter:

8.5 million



35-40 million Times adult Ontarians encounter an ONA ad

TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ▶ • ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress

Our Strategic Plan at a Glance

ONA: Your Union

OUR MISSION Defend the rights of and advocate for nurses and health-care professionals who care for the health of Ontarians.

OUR VISION Empowered members taking collective action for safe and equitable workplaces and high-quality health care for all Ontarians.

OUR VALUES

Strength and Unity

Determined and together, we harness our collective power and achieve our shared goals.

Integrity and Professionalism

We are committed to doing what is right, advancing the interests of our members, and advocating for patients, residents, and clients.

Diversity, Equity, and Inclusion

We embrace our differences and seek to create an organization, a health-care system, and a society where all people are valued, included, and respected.



TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- ▶ • Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress

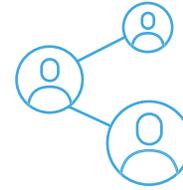
Our Strategic Plan at a Glance

Our Priorities: 2021-2026



Members Informed

Empowering you with the information you value



Members Supported

Supporting you to achieve better work conditions



Stronger Bargaining Units

Equipping your Bargaining Unit representatives to support and work with you



Telling Ontarians the Truth

Sharing what you know about the state of our health-care system



Everyone Included

Creating a more diverse, equitable, and inclusive union



Our Work, For You

Excellence for you from ONA's Board and staff

TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

► Why This Plan Matters

Our Strategic Plan Explained Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



Why This Plan Matters

The years ahead will be full of promise and challenge for our members and for Ontario's health-care system.

In the wake of the devastating COVID-19 pandemic, we must collectively be ready for the challenges and opportunities these next years will bring. The more organized we are, the more we can achieve together.

Our new strategic plan will guide our decision-making as we navigate the years ahead, keeping us focused on what matters most.

Informed by the collective wisdom of more than 3,000 ONA members, Bargaining Unit representatives, Local executives, Board members, and staff, this plan is a map that will guide ONA through the coming years. It will help us serve our members even more effectively, allowing us to emerge in 2027 stronger, better connected, more responsive, more effective, and more influential.

By approving this strategic plan, ONA's Board of Directors is committing ONA to focus on six priorities for 2021-2026 and to complete 22 strategic actions in this timeframe.

This plan is not an exhaustive description of all that ONA will do in the years ahead. Much of what we do and how we work will remain constant. Instead, this strategic plan identifies priorities and actions that will be top of mind for staff and the Board of Directors as they make ongoing decisions and undertake their day-to-day work.

We do not yet know all the specific ways that we will advance these priorities and achieve these actions –

and yet we know these priorities and actions are of critical importance for our future and our ability to serve the interests of our members. We will learn and adjust as we go, with the help and advice of members, Local executives, and Bargaining Unit representatives, adapting to changing circumstances and to successes and setbacks along the way.

Importantly, the Board of Directors will keep a close eye on whether ONA is on track to complete these 22 actions by 2026, and whenever necessary, will redirect ONA's energy, attention, and resources to ensuring that these actions are accomplished.

These six priorities and 22 specific actions will also be given precedence when the Board sets annual priorities and establishes ONA's annual budget, and when staff, Local executives, Bargaining Unit representatives, ONA members, and the Board of Directors examine emerging challenges, evaluate new opportunities, and consider new ideas.

While this plan will guide us, it will not restrict us when unanticipated circumstances demand that we act in bold new ways. The last year has shown how different the future can be than anticipated. We will remain nimble and always seek to keep the best interests of our members at heart.

We encourage all members to play a valuable role in holding us accountable to achieving these commitments over the next five years.

TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained

Priorities:

- ▶ Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress

Our Strategic Plan Explained

ONA is setting out to complete 22 strategic actions in the next five years. These actions are organized under six priorities.



PRIORITY: Members Informed

EMPOWERING YOU WITH THE INFORMATION MEMBERS VALUE

Your time is valuable. We want to make sure it is easy for you to get the information you are looking for.

WE WILL:

1. Make it easy for our members to keep their contact information and communication preferences up to date.
2. Tailor e-communications and social media from ONA Provincial so our members receive and have greater awareness of information they need.
3. Provide Local executives and Bargaining Unit representatives with tools and tactics for communicating valuable information to their members.
4. Improve ONA's website and mobile app so it is easy for our members to find the information they are looking for.
5. Work towards having all new members get a great orientation to the information they need, through their Bargaining Unit.

TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

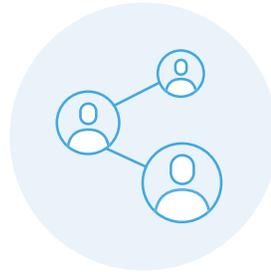
Why This Plan Matters

Our Strategic Plan Explained Priorities:

- Members Informed
- ▶ • Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



PRIORITY: Members Supported

SUPPORTING YOU TO ACHIEVE BETTER WORK CONDITIONS

Our members need skilled help when they encounter an unsafe condition, an unmanageable responsibility, or a violation of their rights. ONA staff work with your Bargaining Unit representatives, so together we can support you.

WE WILL:

6. Enhance the labour relations service so that all Bargaining Unit representatives have enough of this highly valued support to serve their members effectively.
7. To help members address workload and safety concerns, provide enhanced informational tools and education to Local executives and Bargaining Unit representatives about relevant processes, resulting in increased member satisfaction with the options available to them.
8. Ensure new Bargaining Unit Presidents are given high-quality onboarding and intensive, needs-based support so their members receive consistent service during leadership transitions.



TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained

Priorities:

- Members Informed
- Members Supported
- ▶ • Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



PRIORITY: Stronger Bargaining Units

EQUIPPING YOUR BARGAINING UNIT REPRESENTATIVES TO SUPPORT AND WORK WITH YOU

Our Bargaining Units are run by committed ONA members who have stepped up to help their colleagues, often on top of their work as health-care professionals. They work hard for their members but cannot build strong Bargaining Units alone. These representatives need the contributions of their fellow members, as well as access to high-quality education and assistance from ONA staff and Local Coordinators. Working together, we can all help build and maintain high-performing Bargaining Units that reach, empower, and serve each and every one of our members.

WE WILL:

9. Establish an annual member service experience survey, linked to Local executive and Bargaining Unit representative competencies, as well as to service delivery guidelines, to help guide service improvement efforts.
10. Assess our educational offerings, and use lessons learned to strengthen foundational learning pathways for Local executives and Bargaining Unit representatives, in order to help build high-performing Bargaining Units and Locals.
11. Establish a foundational offering of French-language education programs with key document translation for Local executives and Bargaining Unit representatives, so French-speaking Bargaining Units are supported to serve their members effectively.
12. Work with Local executives and Bargaining Unit representatives to review the role and structure of Locals, and to assess whether there are opportunities to improve how ONA Locals and staff work together to support Bargaining Units.

TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained

Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- ▶ • Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



PRIORITY: Telling Ontarians the Truth

SHARING WHAT YOU KNOW ABOUT THE STATE OF THE HEALTH-CARE SYSTEM

Politicians and health-care leaders listen to Ontarians, and Ontarians trust and listen to you – nurses and health-care professionals. We can be even more prominent and assertive in the public conversation, helping to shine a spotlight on the reality you face at work, and on how conditions at work compromise the care that Ontarians rely on.

WE WILL:

13. Seize strategic opportunities to use stronger public messaging, particularly in our advertising campaigns, in order to share directly with Ontarians what our members know about the conditions in our health-care system.
14. Assess ONA's effectiveness at reaching Ontarians through the media and determine if steps should be taken to increase our impact.
15. As part of our strategic communications plan, strengthen our social media strategy for reaching Ontarians on behalf of our members.



TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained

Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- ▶ • Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



PRIORITY: Everyone Included

CREATING A MORE DIVERSE, EQUITABLE, AND INCLUSIVE UNION

ONA is committed to creating and maintaining an equitable union environment that embraces our differences and values and respects all people. All of us – Board members, staff, Local executives, Bargaining Unit representatives, and members – have an active part to play.

WE WILL:

16. Develop and implement an ONA anti-racism plan focused on how ONA's Locals and Bargaining Units welcome and support members who are Black, Indigenous, and People of Colour (BIPOC). The plan will include improvements to ONA education, efforts to increase the representation of BIPOC across all levels of the organization, and enhancements to disciplinary responses to racist and discriminatory behaviours.
17. Develop tools to support and encourage members to participate in creating an equitable and inclusive union that reflects and welcomes all of our members.
18. Develop and implement a staff diversity, equity, and inclusion plan to improve structures and advance practices that ensure equal opportunities within the staff environment, including but not limited to improvements to staff training on diversity, equity, and inclusion.
19. Develop and implement an evaluation plan to monitor and help improve the effectiveness of ONA's efforts to promote diversity, equity, and inclusion.



TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- ▶ • Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress



ENABLING PRIORITY: Our Work, For You

EXCELLENCE FOR YOU FROM ONA'S BOARD AND STAFF

We will continue to build up a healthy and high-performance workplace culture at ONA that enables us to serve our members well. We will nurture mutual respect, trust, and understanding, create clarity about roles and processes, deepen our shared commitment to our mission, and empower everyone to do exceptional work for our members.

WE WILL:

20. Develop a collaborative leadership framework that clarifies roles and processes for how ONA's Board of Directors and Senior Executive Team work together for our members.
21. In order to nurture a healthy, high-performance workplace culture at ONA and ultimately enable employees to do their best work for our members, provide greater clarity for ONA staff concerning roles and processes, especially with regards to cross-team collaboration.
22. Consolidate, improve, and annually evaluate training and professional development structures for ONA staff. This will include strengthening foundational orientation for new staff and enhancing access to mentorship, career and succession planning support, performance evaluation, and skill development opportunities.



TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained

Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- ▶ • How We Can All Contribute
- ▶ • What Happens Next
- How the Plan Will Influence ONA's Annual Goals and Budgets
- How We Will Track and Measure Our Progress

Implementing This Plan

This strategic plan will guide ONA's decision-making as we navigate the years ahead, keeping us all focused on achieving what matters most.

HOW WE CAN ALL CONTRIBUTE

Ultimately, this strategic plan will require all of us at ONA to play a part.

We are committed to engaging members in the work ahead – listening to you and learning from you frequently, so we can adjust our practices based on the needs and concerns of all members. Member advice has been essential in crafting this plan, and your continued guidance will be just as important to this plan's success. We also encourage all our members to help hold ONA accountable, through your elected Board of Directors, to the commitments we have made in this plan.



Staff, Local executives, and Bargaining Unit representatives are also an essential part of this plan. Their perspectives and advice have also shaped this plan in fundamental ways. We encourage all of those involved with ONA to use the strategic plan's six priorities as guideposts for their day-to-day decisions.

When examining emerging challenges, evaluating new opportunities, and considering new ideas, we hope staff, Local executives, and Bargaining Unit representatives will consider whether there are ways that their choices can ultimately contribute to progress on one or more of these six priorities. While the strategic plan has outlined a number of specific actions, other opportunities to advance these priorities will undoubtedly emerge, and we encourage everyone to find ways to contribute to this collective effort.

WHAT HAPPENS NEXT

ONA's Board of Directors, having approved this strategic plan in June 2021, now looks to ONA's Senior Executive Team to lead the collaborative development of multi-year action plans for each of the strategic plan's six priorities. These multi-year action plans will clarify how the actions within each priority will be completed by 2026. The plans will also outline methods of overcoming potential roadblocks, and ways of determining whether ONA has succeeded in completing each action.

TABLE OF CONTENTS

Message from the President

Acknowledgements

- How ONA's 2021-2026 Strategic Plan Was Developed

ONA: Your Union

- Mission, Vision and Value Statements
- ONA by the Numbers

Our Strategic Plan at a Glance

- ONA: Your Union – Our Mission, Our Vision, Our Values
- Our Priorities: 2021-2026

Why This Plan Matters

Our Strategic Plan Explained

Priorities:

- Members Informed
- Members Supported
- Stronger Bargaining Units
- Telling Ontarians the Truth
- Everyone Included
- Enabling Priority: Our Work, For You

Implementing This Plan

- How We Can All Contribute
- What Happens Next
- ▶ • How the Plan Will Influence ONA's Annual Goals and Budgets
- ▶ • How We Will Track and Measure Our Progress



Staff leading the development of multi-year action plans are expected to consult, as appropriate, with Board portfolio holders, committees of the Board, other ONA staff, and Local executives and Bargaining Unit representatives who have key experiences and expertise. This will help ensure that the rollout of these actions benefits from a diverse range of insights and expertise within ONA.

Importantly, these multi-year action plans will help clarify when each of the 22 actions will be tackled within the five-year timeframe. Some may need to begin immediately and may take all five years to complete successfully. Others are likely to be finished more quickly, while still others will need to wait until later in the strategic plan's five-year timespan before they receive significant attention from staff and the Board of Directors.

ONA's CEO will ensure alignment across the six multi-year action plans and bring these plans forward to the Board of Directors for review and approval.

HOW THE PLAN WILL INFLUENCE ONA'S ANNUAL GOALS AND BUDGETS

ONA's Board of Directors and CEO will use the multi-year action plans to assess whether or not ONA is on track to complete the plan's 22 actions by 2026 – a strategic plan progress report will be prepared by the CEO and reviewed at each ONA Board meeting.

Each year, after reviewing progress that has been made so far, the Board of Directors will approve annual goals that identify which of the 22 actions will be given particular focus in the year ahead. When necessary, the Board will consider changes to ONA's budget in order to accomplish these annual goals.

The staff leading the work on each priority will engage in regular check-ins with relevant Board portfolio holders and Board committees, in order to guide implementation efforts. We will all adjust to changing circumstances and learn from successes and setbacks along the way. New ways of advancing our six priorities may emerge, in which case the Board may consider adding new actions to the plan.

HOW WE WILL TRACK AND MEASURE OUR PROGRESS

We plan to not only track activities undertaken, but also identify ways of measuring the tangible achievement of each strategic action. Part of the process of establishing multi-year action plans for each priority will involve determining appropriate ways of measuring our baseline and our progress for each action and, where appropriate, setting targets.

We recognize that in some cases, despite our best efforts, we may not succeed in fully accomplishing all 22 of the actions laid out in this plan. Our efforts may uncover unanticipated challenges that mean we only make it part-way to our goals; or major unanticipated events may require that for the sake of our members we focus our attention on activities not included in this plan. No matter what, we promise to our members that over the next five years, we will keep these six priorities in mind and work diligently and responsibly towards achieving these 22 actions, in order to build a union that serves you even more effectively than we do today.

We look forward to involving all our members in this journey and reporting back to you on our progress.

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