

Association of Professional Nurses of Saskatchewan (APNS)

Strategic Plan 2025-2026

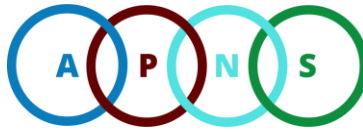
Executive Summary

The 2025/26 Board of Directors of the Association of Professional Nurses of Saskatchewan (APNS), hereafter known as “the Board,” met on September 27, 2025, to determine the strategic direction of the Association for the next year. The 2025/26 Strategic Plan was informed by the history of the Association, the “Three Pillars of Nursing” and the current trends that are shaping the future of the organization. These goals were also aligned to the Mission and Values of the Association.

The Board agreed to five goals to drive the mission and work of the Association over the next six months. The goals will be evaluated in six months. The five strategic goals are as follows:

Strategic Goals

1. Establish a strong and vibrant membership base.
2. Be recognized by industry partners for our expertise- Be a voice at the table.
3. Increase the visibility of the Association with our member community and the public.
4. Strengthen our engagement with our current members (paid and free membership).
5. Create value for the members.



History of the Association of Professional Nurses of Saskatchewan

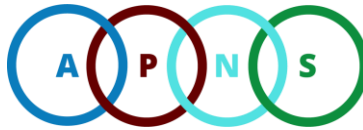


The Saskatchewan Registered Nurses Association (SRNA) Council, now called the College of Registered Nurses of Saskatchewan (CRNS), recognized a shift in the regulatory landscape and the trend in regulatory reform across Canada. The CRNS Council put forward a resolution to its membership to move from a dual mandate organization of regulation and advocacy to a single

mandate focused on regulation. This shift to a single mandate would alleviate the potential conflict between the competing roles of public protection and advocacy for the nursing profession.

To support the development of a nursing advocacy organization, CRNS invited registered nurses with a keen interest in championing the development of the advocacy pillar of nursing to a discussion. The result of the discussion was to invite the entire family of nursing, Registered Nurses (RNs), Licensed Practice Nurses (LPNs), Registered Psychiatric Nurses (RPNs), and Nurse Practitioners (NPs) to become part of a new advocacy organization.

Invitations were sent to all nursing professional membership groups, and through expression of interest, approximately ninety nurses agreed to participate in the development of an organization dedicated to the advocacy of the nursing professions. From this group, a smaller Steering Committee was formed with equal representation from each nursing profession. Each of the provincial regulatory bodies, the CRNS, the College of Licensed Practical Nurses of Saskatchewan (CLPNS), and the College of Registered Psychiatric Nurses Association of Saskatchewan (CRPNS) supported the development of the Saskatchewan Nurses' Association.

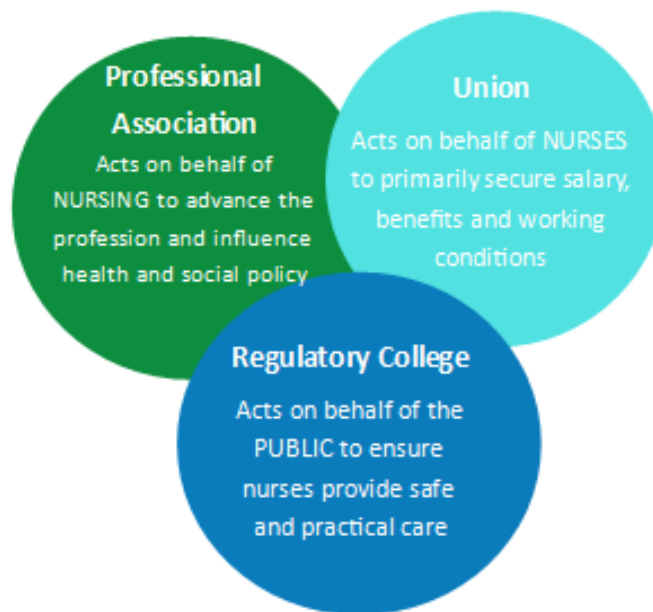


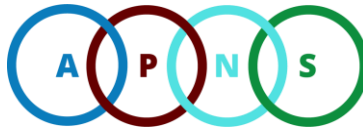
In November 2021, an interim board of directors was established, with two representatives from each of the nursing professions. Since that time, the Board of Directors has been establishing relationships with stakeholders, identifying the advocacy and support work required, and creating a value-add association that benefits members. In June of 2025, the Board of Directors hired the Association's first Executive Director to lead the Association.

The Three Pillars of Nursing

The APNS is a firm proponent of the three pillars of nurses as illustrated below. We believe that while the work of the Association is distinct from that of the provider unions and the regulatory colleges, we work together in synergy, constructive collaboration, and in solidarity to advance the profession of nursing in the province.

The Three Pillars of Nursing





Mission

The Association of Professional Nurses of Saskatchewan (APNS) is the professional association representing licensed practical nurses (LPNS), registered psychiatric nurses (RPNs), nurse practitioners (NPs), registered nurses (RNs), graduate nurses, nursing students, and former licensed or registered nurses in Saskatchewan.

As a leading voice in healthcare, our mission is to advance the development of health public policy through the expertise, advocacy, and leadership of nursing professionals. We are committed to promoting health equity, social justice, and evidence-informed decision-making to improve the health and well-being of all individuals and communities.

By unifying the voices of all Saskatchewan nurses, we strive to create a more inclusive, resilient, and compassionate healthcare for present and future generations.

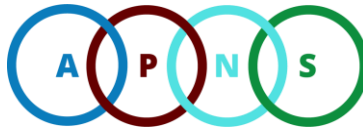
Values

Collaboration - We achieve more through the engagement of the collective power of nurses working together in partnership with our stakeholders.

Agility - We are nimble enough to seek opportunities for change and move forward with change.

Respect - We trust each other, listen to one another, and seek to understand each other's professions.

Evidence-Informed - We understand professional nursing and advocate for evidence-informed practice, which is more inclusive, resilient, and compassionate.



Trends Shaping the Future of APNS

Nursing in Saskatchewan is evolving amid workforce growth, rising demands, and ongoing system pressures. APNS remains committed to advocating for safe, supportive environments where nurses can thrive, work to their full scope, and deliver the highest quality of care. The trends below highlight the key areas that will guide APNS's focus in the coming year.

1. Retention and Workforce Stability

While nurse recruitment has improved, high workloads, overtime, and burnout continue to threaten retention. Supporting nurses' well-being and creating sustainable work environments are top priorities for the coming year.

2. Working to Full Scope of Practice

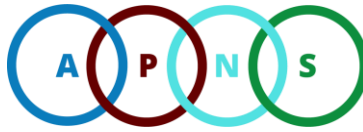
Nurses must be empowered to work to their full legislated scope, regardless of department or facility. Advocacy efforts will focus on removing barriers that prevent nurses from using their full skills, enhancing both care quality and job satisfaction.

3. Rural and Remote Workforce Support

Incentives have helped attract nurses to underserved communities, but retention remains a challenge. Strengthening mentorship, housing support, and community integration will be key to sustaining these positions.

4. Integration of Internationally Educated and New Graduate Nurses

As Saskatchewan recruits more international and new-graduate nurses, consistent onboarding, mentorship, and preceptor support are needed to ensure safe, confident, and long-term practice.



5. Mental Health and Well-Being

Burnout and compassion fatigue remain serious issues. APNS will advocate for accessible mental-health support, peer networks, and healthy work environments to keep nurses in the profession.

6. Evidence-Based Advocacy

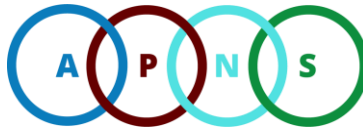
Reliable workforce data and transparent reporting on staffing, overtime, and vacancies are essential. APNS will lead by collecting and sharing evidence to drive informed decisions and policy improvements.

Strategic Goals 2025-2026

The following are the five (5) strategic goals for the Association for the 2025/26 year. These will guide the activities and work of the Association. The Board decided that these goals will be evaluated in April 2026, therefore, the activities outlined under these strategic goals have target dates of April 2026.

Strategic Goal 1: Establish a strong and vibrant membership base.

1. The Board will set the membership fee structure by the end of September 2025.
2. The Association will launch a paid membership platform by November 1st, 2025.
 - a. The launch will include a soft launch from October 15- 31.
 - b. The launch will include draws and prizes for members who subscribe.
 - c. A successful launch will involve revamping our technological infrastructure to accommodate the change and an aggressive communication/ social media campaign.
3. Convert all free memberships to paid memberships.

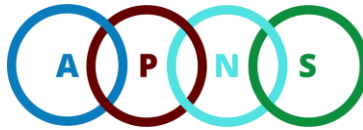


Strategic Goal 2: Be recognized by industry partners for our expertise- Be a voice at the table.

1. The Executive Director will meet with industry partners regularly to provide updates and to consult with them. The identified partners include:
 - a. The Minister of Health
 - b. The Chief Nursing Officer of Saskatchewan
 - c. The Chief Nursing Officer of the Saskatchewan Health Authority and/or their representative
 - d. The Executive Director of the College of Registered Nurses of Saskatchewan
 - e. The Executive Director of the College of Licensed Practical Nurses of Saskatchewan
 - f. The Executive Director of the College of Psychiatric Nurses of Saskatchewan
 - g. Saskatchewan Union of Nurses and/or their representatives
 - h. Canadian Union of Public Employees 5430 and/or their representatives
 - i. Saskatchewan Government Employees Union and/or their representatives
 - j. Service Employees International Union- West and/or their representatives

Strategic Goal 3: Increase the visibility of the Association with our member community and the public.

1. Establish a Communications Committee.
2. Create a yearly calendar of events for social media posts.
3. Using social media and other communication tools such as newsletters, keep communication consistent with the public and our members.

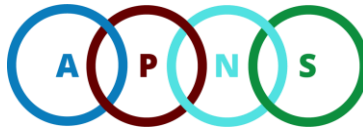


Strategic Goal 4: Strengthen our engagement with our current members (paid and free membership).

1. Organize an event to allow the members to meet with the Board and staff of APNS.
2. Invite members of the Association to represent the Association at events such as conferences etc.- The Association will sponsor members to attend those events.
3. Conduct a membership survey to identify priority issues for the members.
4. Highlight members of the Association in feature stories. Stories will include achievements, successes, innovations, and any feel-good stories members want to share to encourage other nurses.
5. Engage students from the four designations of the profession.
 - a. Consider creating a student hub on the website.
 - b. Utilize an aggressive campaign to reach out to students. This will involve going to nursing programs at the educational institutions and doing presentations about the Association and utilizing social media campaigns.
6. Consider the possibility of an in-person Annual General Meeting at the end of 2026.
 - a. Begin the legwork planning for this event. Feasibility is contingent upon the number of paid members we have at the end of the year and on financial resources.

Strategic Goal 5: Create value for members.

1. Organize at least one educational or informational webinar and workshops for members per month.
 - a. Give members the opportunity to get certificates of attendance for their participation in educational webinars.
2. Pursue valuable perks and discounts for members. Current perks include:
 - a. Endless savings for retail shops (old)
 - b. Co-operators home insurance discounts (new)
 - c. Canadian Healthcare Education Network- discount on educational courses (new)



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3. Secure Research and Library resources for members
 4. Develop relationships with sponsors for Association events that benefit members.